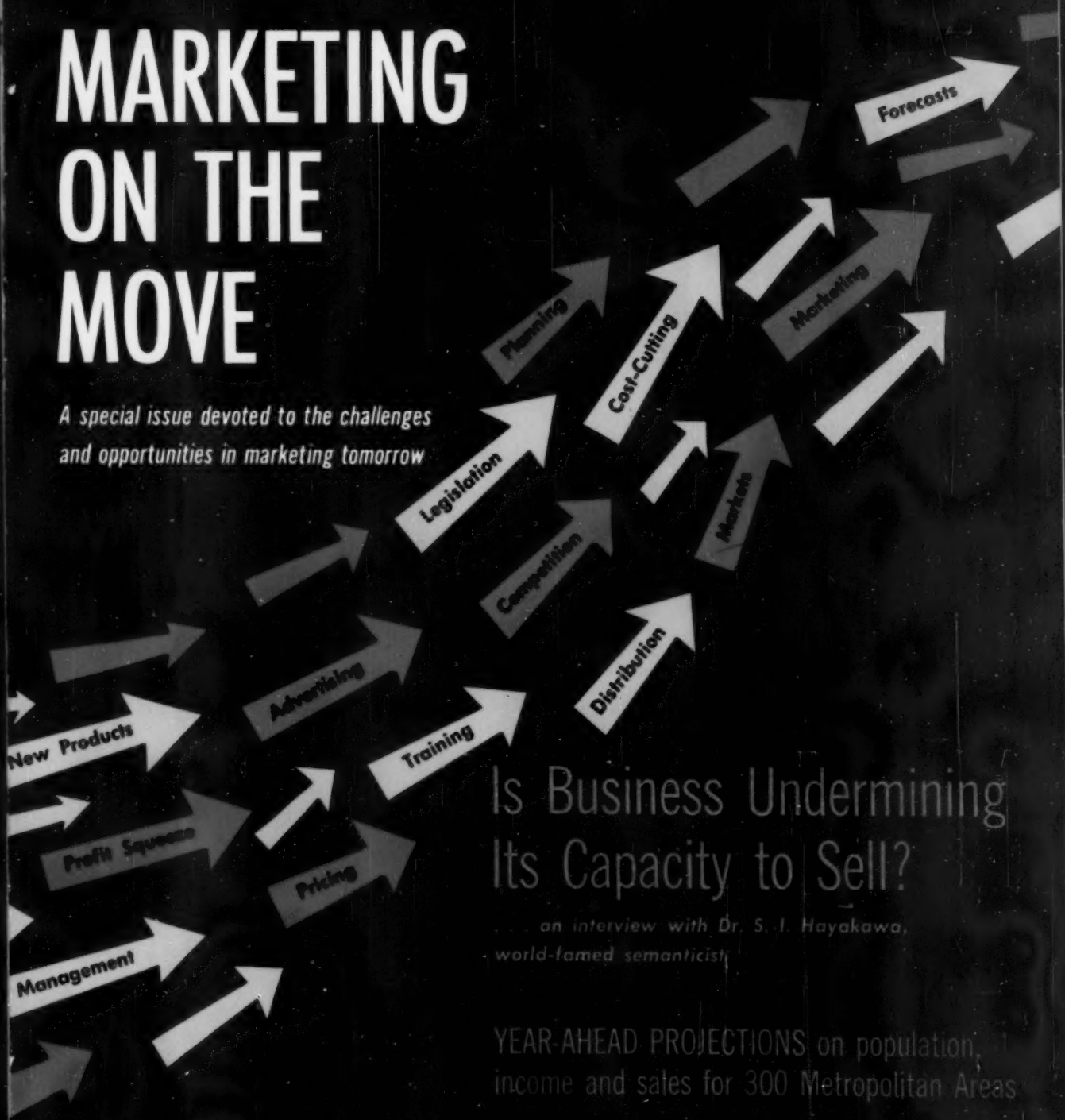
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Sales Management

THE MAGAZINE OF MARKETING

MARKETING ON THE MOVE

A special issue devoted to the challenges and opportunities in marketing tomorrow



Is Business Undermining Its Capacity to Sell?

an interview with Dr. S. I. Hayakawa, world-famed semanticist

YEAR-AHEAD PROJECTIONS on population, income and sales for 300 Metropolitan Areas

"Our experience proves the point in question"



"Our experience proves this questionable point"



"Our experience on this point is questionable"



TO HELP GET YOUR IDEAS UNDERSTOOD . . .

. . . without costly garbling, from person to person and from group to group—that is the business of The Jam Handy Organization. We're specialists in group communications.

Group communications, you know, *must* be clear to be effective. Even the simplest directives can become twisted—even reversed—in transmission. That's why more top executives are turning to The Jam Handy Organization for help in getting the right message to the right audience, internally and externally. For assistance in making meetings more effective, ask the help of

THE JAM HANDY ORGANIZATION

NEW YORK DETROIT CHICAGO HOLLYWOOD



You're in ...in Indiana with the STAR and the NEWS

To make more friends and customers for your product or service—in Central Indiana's $3.8 billion, 45 county market—advertise in Indiana's biggest circulation newspapers, The Star and The News.



Here's the practical, lowest cost way to *get* in—and *stay* in this rich market's stores and homes.

The coverage figures of The Star and The News tell the story.

The Indianapolis Star
Morning & Sunday
The Indianapolis News
Evening

KELLY-SMITH COMPANY NATIONAL REPRESENTATIVES

Sales Management

THE MAGAZINE OF MARKETING

November 10, 1960 — Volume 85 No. 12

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Announcing for '61...



American 4-door Super Sedan—For 1961 the Rambler American is more compact *outside*, yet has room for six average adults *inside*. A Rambler American Custom swept to first place over all other compacts in the 1960 Mobilgas Economy Run! Also available in 2-door sedan, 2-door business coupe, 2- and 4-door station wagons.

A FULL LINE OF FLEET PROVED COMPACT CARS FROM

RAMBLER

Rambler for 1961 offers three series of compact fleet cars—the world's widest choice of models—with a host of new man-saving, money-saving features including . . .

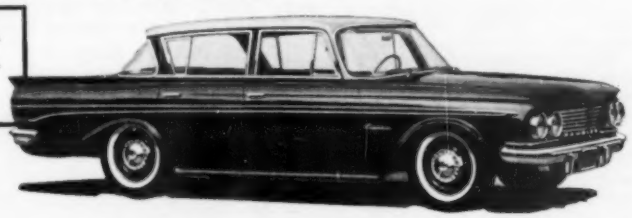
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- New Ceramic-Armored muffler and tail-pipe guaranteed against defect as long as they're in the service of the original fleet owner.
- New molded fiber-glass ceiling that cuts road noise 30% . . . increases headroom . . . featured on all Classic and Ambassador models.

Recent fleet surveys prove Rambler maintenance costs are lowest of all cars, Rambler resale value is tops. See how much more money you save with Rambler—America's Economy King!



Rambler Classic 4-door Super Station Wagon—Here's 80 cubic feet of cargo room for tools, samples, display material, light machinery. Choose from two 6's or high-performing V-8. Initial price may be actually less than competitive *sedans* you are now using. Choice of heavy duty equipment.

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No obligation! Demonstrators available for "on-the-job" test!

SEE YOUR RAMBLER DEALER

or write or wire

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14250 Plymouth Road, Detroit 32, Michigan

This new salesman

"knows the score" better

than his competitor because ACB furnished the facts!



... with ACB Retail Store Reports, he is primed for every call ... knows the local inter-store competition ... store preferences in featured goods ... amount and frequency of advertising ... prices, etc.

Nothing seems to up-grade sales ability so much as ACB Reports.

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With ACB reports, the home office executives can give far better support and direction to their sales force. More than 1,100 progressive companies use ACB Tell-All Reports.

☆ ☆ ☆

"We have been receiving ACB reports for many years. In addition to keeping us posted on advertising by individual dealers for our own and competitive brands of merchandise, your reports enable our sales force to do a better job of securing dealer cooperation. They also enable us here in the office to evaluate performance by salesmen and dealers."—Elgin National Watch Company.

ORDER ONLY WHAT YOU NEED ... NO MORE

ACB offers a variety of services based on information obtained from retail and/or national newspaper advertising. Coverage from one city up to nationwide. Your choice of several methods of selecting advertisements. Length of service from one day up. ACB's retail store advertising service described in adjoining column is a comprehensive service that is valuable to salesmen, sales managers and advertising executives alike. ACB's "paste-ups" are especially valuable to salesmen whose dealers need effective visual-aid selling.

Send for ACB's Big Tell-All Catalog ...

It's worthwhile from cover to cover—48 pages—and as complete as we could make it. Describes fully each of the 14 ACB services. Gives many case histories. Gives cost of each service or method of estimating same. Has complete directory of all daily and Sunday newspapers (ACB reads every advertisement published in every one of them). The state breakdown of 1,769,540 retail stores is reprinted from the 1948 U. S. trade census. Send for your free copy today!

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18 S. Michigan Ave.	Chicago 3
20 South Third St.	Columbus 15
161 Jefferson Ave.	Memphis 3
51 First Street	San Francisco 5

ACB

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ADVERTISING CHECKING BUREAU INC.

Sales Management

EXECUTIVE OFFICES, 630 Third Avenue
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* *Leads the nation in per capita effective buying income*

NEWS-CALL BULLETIN

Leads all San Francisco dailies in effective circulation coverage

The San Francisco NEWS-CALL BULLETIN delivers

73% more circulation in the City of San Francisco than the daily Chronicle

34% more circulation in the City of San Francisco than the daily Examiner

More in the 3 West Bay Counties of San Francisco, San Mateo and Marin, too!

40% *more than the daily Chronicle*

14% *more than the daily Examiner*

For Fact and Figures on the important Northern California Market write for this Factual Study.



*Source: 1960 Sales Management Survey of Buying Power shows San Francisco County has highest effective buying income per capita in U. S.; circulation percentages based on ABC Audits for period August 10-Sept. 30, 1959.

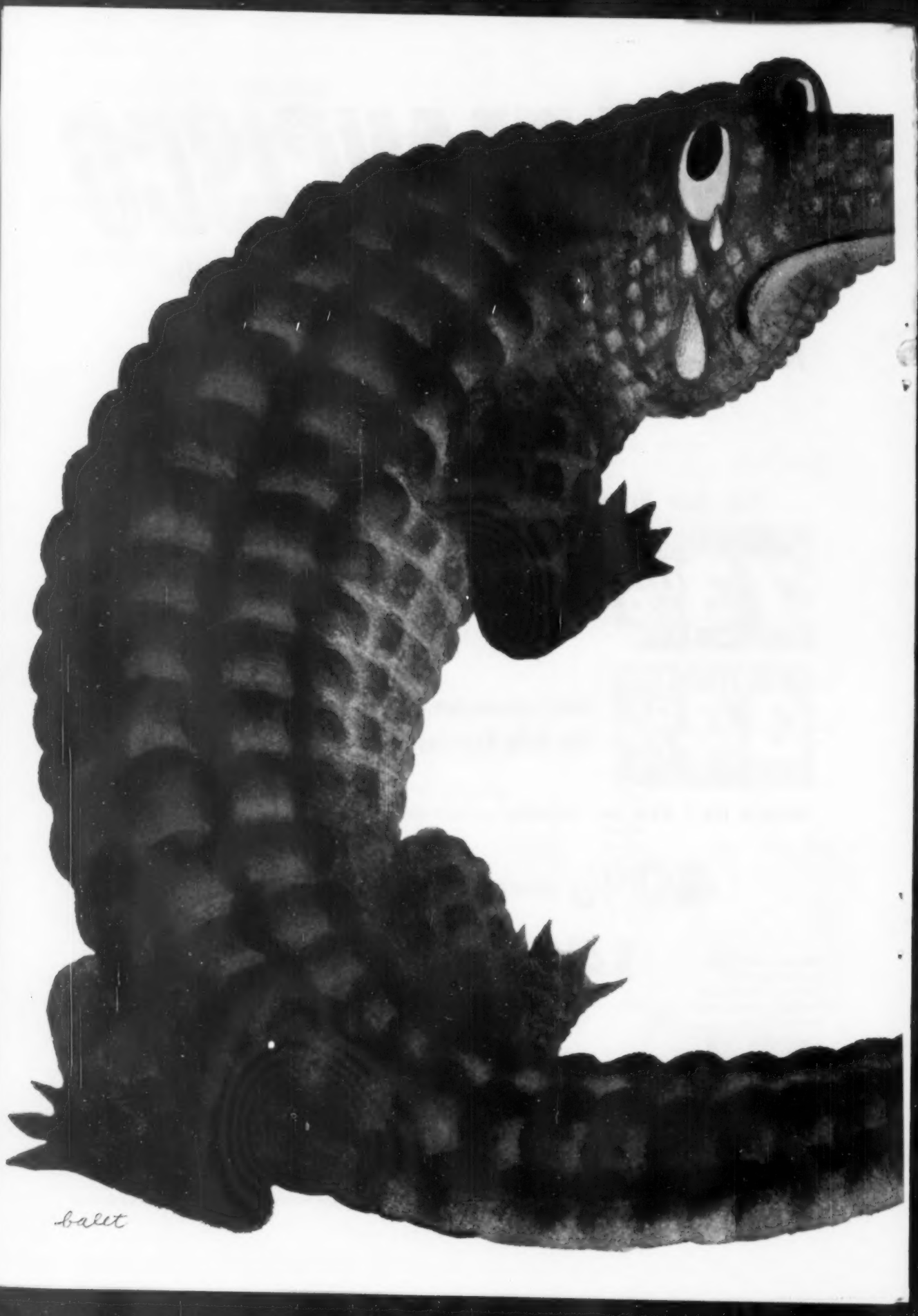
NEWS-CALL BULLETIN

Key to the Golden Gate



San Francisco's ONE great Evening newspaper

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT


ballet



Almost 17 billion dollars in food store sales alone! That's what was missed in the top 15 markets last year by advertisers who cry about lagging profits, but refuse to recognize the steady shift of people and money to suburban and "extra-urban" areas. (During 1959, 67% of all food store sales in the top 15 markets were accounted for by non-city retailers!)

Nowadays, advertising must travel farther, sell more. That's why spot television is the choice of today's advertiser. No other medium provides freedom of market selection, together with the unbeatable, marketwide selling impact of television's sight, sound and motion.

No need for you to join the tearful. Our new "Telemarketing" study will give you a clear-eyed view of today's sales picture, plus the first authoritative forecast (by Market Statistics, Inc.) of what the picture will be like in 1965. For your copy, telephone PLaza 1-2345 or write to 485 Madison Avenue, New York 22, main office of **CBS TELEVISION SPOT SALES**

Representing WCBS-TV New York, KNXT Los Angeles, WBBM-TV Chicago, KMOX-TV St. Louis, WJXT Jacksonville, WCAU-TV Philadelphia, WTOP-TV Washington, KOIN-TV Portland, WBTV Charlotte, WBTW Florence, and the CBS Television Pacific Network.

"Does he know what he's missing?"



Pretend It's a Year From Now

In case you haven't noticed, 1960 has gone by faster than any other year to date—or so it seems. And the oracles say that '61 will zip by even more quickly. Yet, paradoxically, more events, more activities and happenings and major changes in life are being crowded into each 12-month span. Progress in business, national affairs, personal life—all at a pace that defies common adjectives.

At one time it was fairly simple to look five or even ten years ahead without the aid of computers and higher mathematics. Now, even the wildest guesses about life a decade hence are based on dreams that will probably be obsoleted in just a few months.

So, playing it close to the vest, let's take a look ahead to a time that is only a year away. It is November 10, 1961. You have just received notification that your presence is desired at the first Christmas party of the season, about a month hence. And it seems like only yesterday that your wife stopped talking at you about last year's.

It is November 10, 1961, all right. A lot of things have happened in the year gone by. You are pleased with most; but many of the things you had hoped for never came to pass. But by and large it was a good year.

►Take business, for example. You are out of the weeds now. There has been some tough sledding in the last year. You thought you'd die at one point if the boss mentioned profits once more. But that has quieted down. At last the board of directors is off your back. Of course, the profit picture has improved, thanks to a lot of hard work. And next year should be a record breaker.

You sit back and take mental stock of your operations in the past year. Second spot on the headache parade you unhesitatingly award to distribution.

Physical distribution problems have been dumped in your lap and otherwise assumed by you to the point that you began to wonder whether you were a marketing man or a traffic manager. But here, too, the clouds are beginning to break. Here are just a few of the many changes and improvements in distribution that cross your mind:

The whole field system has been re-evaluated and changes are now being made. Savings have been realized by such varied acts as relocating field distribution centers and revising schedules so that less-than-carload shipments can be combined to speed deliveries and cut costs. You are well on the way to solving the problems created by having different segments of distribution handled by different interests in the company. It looks as if your regional sales people may wind up with less to say about distribution, but you will have your name written on more of the over-all problem than before.

►You have had to make your plan a bit elastic to accommodate the great changes coming up in transportation. The Government is just beginning the long and arduous study of rate structures and other points of dissension about the different types of transportation. You have noticed that there is much more available equipment and know-how available for such things as piggybacking and containerization, and the announcement by several leading airlines that huge all-cargo jets have been ordered means that that form of transportation may have to figure more prominently in your distribution in a couple of years.

Your advertising budget for 1962 is by far the greatest in the company's history. You had hoped that better methods of evaluating advertising effectiveness would have been developed by now, but they haven't. So you have been hard at work trying to develop yardsticks of your own to see which ads—and which media—get the results. Other promotional budgets are setting new records, too. And, with respect to your direct mail campaign, you found that although you have more money to spend, you had to trim the mailing list because of the expensive, spectacular mailings you are using to attract more attention.

Your packaging, too, has improved, especially in the non-glamorous area of shipping containers. But you're sure the added expense is well worth while. It's been confusing, though, because the

rapidity with which new packaging materials and processes have arrived on the scene makes a well-informed decision almost impossible.

You are glad that you have been able to cut down the amount of time you and the sales personnel have had to spend in meetings, and you feel you have the best marketing team the company has ever known. But you are still plagued with the same old middle-management problem. Your new educational program is getting rolling, though, and you hope that this eases that problem as well as helps to broaden the outlook of all your employees.

In the last year you have made more use of computers and automated techniques than you really expected to, and you will make even more improvements in the year ahead. Although sales forecasting is done more quickly and more efficiently, you find it takes more time than ever because your forecasts are more numerous and more complete.

You, specifically, have not been especially bothered by Washington's new emphasis on business controls, except that you have noticed that in many ways it seems to be taking on all the aspects of a crusade. You have noted with some satisfaction, however, that a growing number of private industry groups have begun their own "housecleaning" campaigns in those areas where Governmental intervention has been threatened or suggested.

►The news spotlight has been taken up pretty much by the international situation, though. Storm clouds have gathered in the Far East again, and the thought of Red China's provoking a flare-up is more real than it has been in ten years.

But otherwise you feel no personal cause for complaint. The stock market has been doing well. Many of the securities you own have reached new highs, although some of the "blue chips" have not responded as well as you had hoped. You still have some vacation time left; you were too busy to take it earlier in the year, so will finish it up in a few days off. Or, on the other hand, you may find that you are able to get away for at least a short winter trip.

You are seriously considering buying a new car. There are more than ever to choose from this year, and you wonder whether they really all do look alike or whether that is just the way you feel. There's not a tailfin in the lot, either, a situation that doesn't especially displease you. And you are very seriously considering making your next second car one of the new little "sub-compact" cars from Detroit.

Things haven't changed too much for you in the past year. You're a year older, but that happens every year. You own another credit card, but that seems to happen every year, too. You might make a little more money than you did in 1960, but it still won't be a really good (or bad) year.

►Somehow, though, you managed to put yourself in contention for the "consumer of the year" award again, or so you think. You bought at least one major appliance during the year. Chances are it isn't much different from the one you replaced, except that it has about twice as many control gadgets, all of which your wife swears are indispensable.

As you look ahead into 1962 you like what you see. From all corners come reports that it will be the best year yet. Only one business problem really plagues you—the problem of keeping up with competition: other companies in your industry, other industries, business as a whole. You are a little afraid that the preoccupation with profits in the last year has forced you to neglect other important, long-range parts of your job. You hope that your traditional competitors feel the same way.

But other competitors, notably other industries, may be getting ready to move into your territory. You know you must beat them to the punch, although the exact way to do it is still a tiny bit of a mystery to you. You are keeping your fingers crossed, hoping that you have enough time. And you know that even if no one moves in on you, you still face a certain amount of competition from business as a whole. It is harder than ever to find new talent on which you can build the future. Your products, or your customers' products, must vie even harder with the still growing flow of products from all business for a share of consumer dollars. And your advertising, your salesmen, your promotions must vie with the growing volume of advertising, promotions and salesmen from all business.

In spite of these problems, you're still optimistic. You know your job and your business. You have licked worse problems than these. It'll be hard work, but you'll come out on top again. ◆ KMR



You'll miss half of the retail sales if you don't use Megatown as your standard marketing unit

The growth of Megatowns around the country is one of the most important facts of the mid-twentieth century. It must and will seriously affect present marketing concepts and practices of top-level executives in merchandising, sales and advertising. To help you understand its repercussions and utilize them for profits, we have prepared a basic study and guide to MEGATOWN. For your copy write to Director of Research, Westinghouse Broadcasting Company, Inc., 122 East 42nd Street, New York 17, N. Y.

Westinghouse Broadcasting Company, Inc.

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Radio Represented by AM Radio Sales

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more than

$1.00

of every

$6.00



in U. S.

retail

sales

is spent

in the

Mighty

Middle

Markets

delivered by ***Family Weekly***

WHERE DECENTRALIZATION CREATES NEW OPPORTUNITIES IN MARKETING

Industrial expansion has added tremendous new resources to America's medium-sized communities. New plants—new people—new purchasing power! Also, new readers—to bolster the responsive readership local newspapers offer to national advertisers.

Today, the strong newspapers that carry *Family Weekly* encompass a market that initiates *15% of all U. S. retail sales; *15% of all food store sales; *14% of all drug store sales; *16% of the nation's total car registrations. It's a market where dealers give nearly twice the support to national food promotions as dealers in larger cities; a market geared to the colorful, informative, persuasive editorial styling of *Family Weekly's* exclusive middle market concept.

**SALES MANAGEMENT Survey of Buying Power 1960*

153 North Michigan Avenue Chicago 1, Illinois

LEONARD S. DAVIDOW, *Publisher*

PATRICK E. O'ROURKE, *Advertising Director*

THE LARGEST MARKET REACHED IN SUCH DEPTH BY A SINGLE MEDIUM – THE REASON WHY FAMILY WEEKLY BELONGS HIGH ON YOUR RECOMMENDED LIST.



425-man local marketing staff sells for you...

425 local marketing men join your staff when you advertise in State and Local Farm Papers. They can give you market facts, sales promotion, and merchandising help at the local level where your sales are made.

Local market facts, sales promotion, and merchandising are only part of the story. Local editing is another big help.

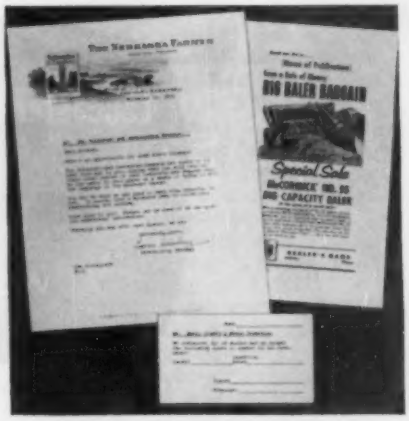
Local editing takes advantage of differences in climate, farming practices, to keep your prospects reading and believing. Over one hundred fifty editors travel over a million miles a year, and make thousands of local calls to edit State and Local Farm Papers close to your customers. They travel the byways gathering local pictures, local names, and local news. This local flavor puts your ads on a neighbor to neighbor basis with 4 million farmers. You know how well familiar names sell.

You can match State and Local Farm Paper circulation to your markets and outlets, too! Get the full story—write State and Local Farm Papers, Room 1600, 28 E. Jackson Blvd., Chicago 4, Ill.

Uncover new sales for your products with market information. Check your advertising timing against the local farming practices in your distribution areas. Secure local photos . . . testimonials . . . through our 425-man local marketing staff. Let our marketing research staff help solve your problems.



Promote your programs on a local level to distributors, field men, and dealers with our help. Farm paper mailings, promotion letters, and many other local sales promotion aids are available to you. Ask us to serve your special needs. Our marketing staff will work out a local promotion program for you.



Make your ad budget act bigger by coaxing dealers to place more local advertising. Let us send tie-in ad mats to local newspapers. They will sell your dealers on "tieing in" with your advertising. Use this proven promotion with or without co-op ad funds. Ask us for details.

FIRST WITH FARM FAMILIES

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California Farmer
Colorado Rancher & Farmer
The Dakota Farmer
The Farmer
The Farmer-Stockman
Florida Grower & Rancher
Idaho Farmer
Kansas Farmer
Michigan Farmer
Missouri Ruralist
Montana Farmer-Stockman
Nebraska Farmer
New England Homestead
Ohio Farmer
Oregon Farmer
Pennsylvania Farmer
Prairie Farmer
Rural New Yorker
Southern Planter
Utah Farmer
Wallaces Farmer
Washington Farmer
Wisconsin Agriculturist





WGAL-TV

In addition to being the first choice of viewers in these three metropolitan markets, WGAL-TV is the number one station in Gettysburg, Hanover, Lebanon, Chambersburg, Lewistown, Carlisle, Shamokin, Waynesboro, and many other communities.

WGAL-TV
Channel 8
Lancaster, Pa. · NBC and CBS
STEINMAN STATION
Clair McCollough, Pres.

Representative: The MEEKER Company, Inc. • New York • Chicago • Los Angeles • San Francisco

Are Marketers Really Ready for . . .

The BIG, BIG Headaches Ahead ?

MARKETING in the '60's is going to be rough.

There will be opportunities, certainly. But the challenges facing sales executives are not only going to be numerous—many of them are going to be *new*. Tomorrow's sales executive, the one who will be grappling with the rest of the '60's, will be operating in an age when new products will be the order of the day, when competitors will spring up within his industry and outside of it as well.

The sales executive will be marketing in a smaller world, compressed by supersonic travel. It will be a world where selling his products abroad may be easier but a world in which foreign countries will market their products, in greater number and volume, on his own hearth.

In the years ahead, the sales executive will have to find new ways to train and manage his salesmen; he'll have to pay them better and in different ways; he'll have to learn to communicate with them more efficiently (and with top management as well). He'll have to hack through the thorny paths of price cutting at a time when costs are rising. He'll find that business-as-usual won't work.

It will be an age of challenges and worries; of glowing sales triumphs and knuckle-gnawing apprehensions as competition gets stiffer and arrives from unexpected directions.

New Products

The area of greatest competition, in the fast-paced years to come, will be new products. During the past decade vast amounts of money have been poured into research and development projects, by companies of all sizes and in all categories. The results will be apparent, in the form of new products, in the '60's. They will surge into the market place in great quantity and variety, and they will include many designed for specific markets. It all adds up to the stiffest competitive picture our economy has known. Already half the products in the grocery field are less than ten years old.

Some marketers feel manufacturers must be on guard against the trend of new product-itis; others feel that, in the crucial selling days to come, there must be better rapport between product designers and sales executives.

John W. Sugden, executive V-P of B. T. Babbitt thinks the manufacturer should ask himself which problem takes the priority—rapid development of new products or improvement of the old.

"Does this mean that in the next decade we should concentrate the bulk of our efforts on new products at the expense of improving existing ones?"

Not necessarily so, he says. "The answer to this question depends solely on what your company's total program and ambitions are." But he adds:

"More and more companies will have to formulate and consolidate their new products philosophy. . . . The cost of making mistakes is getting so high that companies can no longer afford to make them. A mistake in new product planning can cost millions of dollars wasted in product development, or lost in potential sales that a competitor got first.

"Today, the wise company will determine its new products philosophy, strategy, objectives. It will systematically screen each new product idea in light of this over-all philosophy. It will make top management decisions on whether each new idea should be accepted or rejected, whether it should be put into development or not, whether it should later be advanced into test markets, and finally whether it should be put on the market. All of these must be conscious, top-level decisions—all made in consideration of the over-all company goals."

Eliot S. Howell, v-p of marketing, Q-Tips, Inc. agrees with Sugden, but carries the old-product-versus-the-new one a step further:

"All too many companies today believe the only avenue for real sales volume expansion lies in developing and launching new products, most of which are new flavors, colors, packagings, etc., for their presently distributed products. In this approach the gamble is great and all too often the net result is a serious dilution of available monies required to build and maintain consumer and trade support.

"The waste goes beyond the new product version. The real danger is to the 'bread and butter' item or items that provided company stability and security in the past.

"There is no panacea in a frantic rush to new products. There is great opportunity and relatively little risk in development of additional sales volume through stimulation of **use-up** of presently existent products within most companies.

"Whether it be through development of multiple uses of a product as we are doing with 'Q-Tips' cotton swabs . . . or accelerated use-up of a one-use product, the net result is the same. Classic examples are Campbell's . . . 'soup on the rocks' . . . 'soup for lunch' . . . Jergens Lotion transformed from a winter chap lotion to a three-times-a-day anti-detergent hand cream . . . Chapstik's crossing of the bridge from a wintertime product for chapped lips to, in addition, a summertime use product for sunburned lips . . . Eastman Kodak's current campaign built around 'picture idea of the week', which emphasizes so clearly that it is not necessary to have a major family reunion to haul out the camera and take snapshots.

"Compare the great strength added to the existing product in each of the above instances to the traditional marketing strategy of duplicity of items as a means of increased sales volume.

"The one approach increases product velocity to the consumer and, through more frequent consumer purchase, imbeds the habit of purchase more deeply with the consumer. Additional product velocity and turnover automatically generates greater trade enthusiasm and support and attention at every level of distribution. And the blue chips . . . the big advertising and promotional dollars . . . are safeguarded because they are working against the same already distributed and successful base product. Under the marketing strategy of stimulation of use-up, the only question is how big the plus can be . . .

New Products . . .



E. LAWRENCE TABAT
V-P of Marketing
Porter-Cable Machine Co.



JOHN W. SUGDEN
Executive V-P
B. T. Babbitt, Inc.



E. S. HOWELL
V-P Marketing
Q-Tips, Inc.

Profit Squeeze . . .



CHARLES F. BRUDER
V-P in Charge Household Sales
Singer Sewing Machine Co.



DAVID ALAN KIRSCH
V-P and Marketing Director
Kirsch Beverage and No-Cal Corp.



PAUL E. CORY
Sales Manager
Moorman Mfg. Co.

the risk of development has been removed."

"The convenience item—particularly with foods and in an economy where an increasing number of women will work—will loom large in the next five years," thinks **L. J. Sauers, executive v-p and general manager, American Home Foods.** "People will want prepackaged, pre-measured, easy-to-use items. The convenience product is the greatest source of growth for the food field and will account for most of its new products. We're constantly on the lookout for new items."

Where new products are concerned, **AMF's Joseph P. D'Arezzo, v-p and director of planning,** urges caution. "The need for a good marketer's ability to predict changes will probably be most strongly felt in this area of new products. Part of his responsibility will be to keep his company's growth stable; to do so he must be constantly on the lookout for new markets. That can mean creating a market for a product not yet in existence. I think extreme caution has to be exercised in the acquisition of new products. The plus factors have to be analyzed pretty carefully. We at AMF have an excellent rule of thumb that we fall back on when making such evaluation: 'If two plus two adds up to five, it's a worthwhile investment.'"

Porter-Cable's E. L. Tabat, v-p sales, advises screening before the company decides to introduce a new product.

"In the marketing organization of the future, much more attention will have to be given to the cultivating and exploitation of ideas. In an ideal organization, product ideas constantly flow upward through engineering and development to the marketing executive. During this upward flow, many ideas are discarded early in the development stages by engineering executives at various levels. As a result, many products born in our research laboratories never see the light of day or the marketing executive's desk.

"It is my opinion that in the future we must find ways to encourage the study of ideas at their various stages of development. Marketing should be in constant close liaison with all phases of research and development so that any radical product departures can be quickly detected and assayed.

"Cultivation of this source of ideas will bring more to the surface and give to marketing alone the choice to decide which products will or won't make the grade. Many times, product decisions within engineering are made unconsciously on the basis of whether or not a product is marketable. This should be left entirely to the marketing executive. In fact, in an ideal situation, the marketing group should become the catalyst for all ideas, not only from engineering, but from all other groups supporting the sales function."

Everyone is in concurrence that the flood of new products will not—and, some say, shouldn't—abate. But several of our marketers had pertinent things to say about when to launch a new product, as well as how and why. **Harry Sholl, Chicago Printed String Co.,** for instance, feels new products should be part of what he calls controlled expansion:

"We must improve our product diversification through research and development within our own organization and/or through acquisition of new products which can be sold through channels of distribution similar to those of our existing lines.

"This controlled expansion is important to our need for increased efficiency in our sales operation. It will permit an acceleration of penetration in our established distribution channels, thus concentrating activity and reducing the geographical sales areas of the individual men. With less travel will come increased sales results for the same amount of time expended."

Says **Herbert L. Shuttleworth, II, president of Mohasco:** "In our industry, as in numbers of other industries, the market has had and will continue to have sweeping changes brought about by the new man-made

fibers, new processes, etc. The competitive opportunities resulting from these factors have influenced on a broad base the products available to the consumer.

"The publicity relative to the import situation today is well deserved as the low priced labor areas throughout the world are able, even with the high shipping costs, to bring salable goods into this country. This is—and will continue to be—a real threat, but our production know-how, our modern, efficient, decentralized plants, and a constant flow of new products, will meet this competitive situation."

Profit Squeeze

Rising costs and increased competition, what **American-Standard's marketing services director, Robert W. Lear,** calls the "twin pincers," will accelerate and their end product, in the coming decade, will be profit squeeze. There are ways marketers indicate, to minimize the pinch: Lower operating costs, new products, improved existing ones.

Says **Porter-Cable's Tabat:** "In the future, industry will be caught in an ever-growing profit squeeze because of the increasing number of quality products that will be sold at ever-decreasing prices. Because most of the manufacturing costs have been wrung out of these prices, it will be necessary to look elsewhere for relief.

"Two of these areas will be distribution and advertising.

"In distribution, it will behoove the marketing executive of tomorrow to look more closely at his customer before choosing the methods by which to serve him. Great care must be taken to match the distribution to the product and the market to avoid needless overlapping.

"In advertising, the same wasted coverage must be shunned. Less attention will be given to the prestige of national advertising, with more emphasis on select regional and local placement and pinpoint market exposure.

"For the future, education of one's distribution in advertising techniques could well spell the success or failure of a company's advertising program."

In speaking of the future, **David A. Kirsch, v-p and marketing director, Kirsch Beverages & No-Cal Corp.,** had this to say:

"Price policies will have to be sound, and there will have to be increased interest in internal controls to protect profit margins. Vigorous merchandising policies will have to be established. Increased competition—foreign and domestic—will force all manufacturers to make more careful plans to successfully cope with increased profit margins for retailers."

Singer's sales v-p Charles F. Bruder feels the answer is research:

"It is difficult to nail down any single factor as the reason for the present amplification of profit squeeze problems. Certainly increased competition from producers both at home and abroad, and the steady increase in costs have been contributing causes. But I think the fundamental and—what's more important—the remediable cause was our indifference to certain basic marketing principles.

"In the immediate post-war years, American industry waxed fat and lazy. We had no trouble selling our products; the big problem was producing goods fast enough. If costs crept up—and invariably they did—we merely passed the increase along to the consumer in higher prices. The consumer didn't balk as he sometimes does today. Consequently, we grew careless about new product development and the improvement of our old ones.

"But the creeping inflation that began with the first wage increase demands in the steel industry has raised our costs so high that the importers coming into the field today find no competition from American industry in the price area. And the American consumer is no longer willing to spend that extra money unless he can be assured that there is something extra in the product to justify spending it.

Hiring and Training . . .



STEWART E. RUCH
V-P Marketing
Pitman-Moore Co.



C. R. CARLSON, JR.
V-P Marketing
Deere Co.



CHARLES W. ZERWECK
V-P Marketing
Slater Food Service Management

Motivation and Compensation . . .



JOSEPH P. D'AREZZO
Director of Planning and V-P
American Machine & Foundry Co.



ROBERT W. LEAR
Director Marketing Services
American-Standard



HAROLD S. BECHERT
V-P Sales
North American Van Lines

"Our only real answer is research. We've got to bring out better and better products — constantly design newer and better features into our products to raise them above the level of our competitors. I think most marketers are aware of the need for new product research. Singer, for example, is spending more money than ever before on new product development, and we are by no means the only company doing so. The same might be said of most American manufacturers.

"Now, I'm not saying that America has a monopoly on brains and that we can naturally out-research our foreign competition. There is nothing to keep the Japanese and the Germans from developing better products as well. But we do have the edge on them in certain areas, and we should at least be able to maintain our lead."

Paul E. Cory, sales manager, Moorman Manufacturing Co., warns against price cutting as a weapon for combating profit squeeze:

"The result, of course, is a still keener profit squeeze. As an example, one man with a sizable capital investment in his own business will often cut his prices, even to a no-profit figure, in order to move his goods. With the comfortable cushion his bigness gives him, he can coast for some time on this kind of profitless business. Smaller operators, however, cannot, with the result that growing numbers of smaller businessmen will not only be squeezed profitless, but out of business entirely!"

The hopeful note is sounded by **Sylvania's v-p, marketing services, Alfred C. Viebranz:** "It's generally been acknowledged for the past ten years that one-half the price of an item is involved in sales and distribution. It's also been acknowledged that this fact represents a great cost-cutting opportunity. The premise is good, but so far we've only been paying lip service to it. Now, however, we're arriving at a position where action becomes necessary and, for the first time, we have the tools with which to take action.

"For the past 12 to 18 months these tools have been making their appearances: air freight; computers for inventory control; data transmission machines and all automated office equipment for all kinds of paper work handling. All these things will allow us to do the same things we did before, but in a greatly condensed period of time and with much greater efficiency."

Managing the Sales Force

Tomorrow's sales executive will be in a squeeze to find and train his future sales force. The job of skimming off the cream of the college crop will be tougher than ever, and the job of providing the latest in scientific training—adapted to a changing marketing world—will be one that, of necessity, will occupy a chunk of his precious time. Tomorrow's salesman will be a pro. He may be less interested in job-hopping, but he will expect benefits his older brother never demanded. And, paramount will be the work of developing strong middle management, to build for a strong future. All down the sales line (and up, as well) there will be an increasing urgency in improving communications. With stiffened competition, it will be increasingly necessary that the left hand of the sales force know what the right is doing.

Hiring and Training

Stewart E. Ruch, v-p, marketing, Pitman-Moore Co. is one of those who believes the problem of hiring and firing will have to be dealt with more scientifically if the sales challenges of the '60's are to be met head on.

"We have seen during the years since World War II a rather rapid rise in the income strata of field salesmen," he says. "The profession of selling has become more mature as the need for sales dollars has increased to support more research and the general expansion of business. We are not experiencing the shifting from job to job, rampant in the late 1940's when good salesmen searched for the greener pastures.

"In every industry companies are now quick to acknowledge that a good field salesman is among their most valuable assets not only in sales but in developing consumer loyalty and creating a long-lasting favorable company image.

"The field sales organization in future years will be the most fertile ground for future management talent both line and staff. Many companies already realize this and have acknowledged it by material means.

"In the future, however, the job for the marketing and sales manager in recruiting and hiring personnel will continue to take a rather different complexion. There was a time when we, for instance, considered it an asset for a man to offer experience with a competitor in the industry. Generally speaking, today—and in the future—the hiring of an individual possessing this qualification will mean the inheritance of competitors' headaches and failures. The big question in hiring will be not, 'Can he do the job?' but rather, 'Does he have the will to do it?' "

"When we at U.S. Rubber decide to hire a man," says **Gerard Brooks**, the company's **director of marketing**, "his responsibility is greater than his predecessor's. He is not only a salesman, he is a public relations man as well. He is told that he is not only responsible for sales quotas in his territory, but he is also responsible for the economic health of his account. That means he is not released from his training period until he can analyze a company's financial records. He must be prepared to help his account's business grow, be able to suggest displays, help with merchandising techniques, etc."

"I don't know what the experience has been with other sales executives," admits **C. R. Carlson, Jr., v-p, marketing, of Deere & Co.**, "but in our business, we've had very little luck in bringing in experienced outside sales people. Our most able sales executives have been trained, and have gained their experience with the company.

"As for the people you hire," Carlson advises, "they will have to be men that have the basic qualifications to develop into sales executives who possess that aggressive and competitive spirit so essential in a good salesman. They'll have to show balance enough, judgment enough, and be willing to **accept** responsibilities as well as discharge them.

"Through our decentralization at Deere," he explains, "we've staffed our selling organization with fine young men in positions of **real** responsibility. More and more, we are trying to select the young men of unusual ability at an early age and promote them into positions of responsibility. This, we find, gives them the opportunity to develop. You never know to what degree a man will succeed unless you give him the opportunity to fail.

"The skill that is exercised in selecting these people, and the manner in which they are given an opportunity to develop, in my opinion, is going to be the most important factor in spelling the difference between success and failure in the years ahead."

"The search for good sales people is going to get a lot tougher than it is right now," says **Paul Cory, sales manager, Moorman Manufacturing Co.** "Actually, the proper training should begin back in school. The sales profession just doesn't receive the attention or status it deserves in the classroom. You still have a number of people teaching who play it down or, worse, ignore it completely. With adverse opinions about sales instilled at this age, it's difficult to expect young men to come knocking at your door.

"Then, with population growing, many products becoming more technical, merchandising and marketing techniques growing in sophistication, the need for adequate hiring and training becomes intense."

How to get the bright young col-

Middle Management . . .



WILLIAM BROWN
V-P and GM, Portable Typewriter Div., Remington-Rand

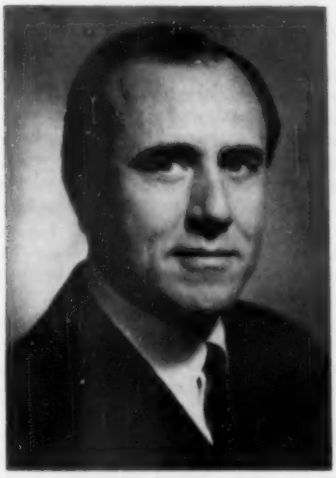


ALFRED C. VIEBRANZ
V-P Marketing Services Sylvania Electric Products Co.



LESLIE C. OVERLOCK
V-P Marketing Smith-Corona-Marchant

Forecasting Sales . . .



JOHN T. PANKS
Managing Director
Rootes Motors, Inc.



EDMUND F. BURYAN
V-P Marketing
Sheaffer Pen Co.



M. A. REILLY
V-P Marketing
Thomas J. Lipton

lege man interested in selling as a career, is the problem that disturbs **Charles W. Zerweck, v-p of marketing, Slater Food Service Management.**

"The interest in and understanding of sales work, even at the college level, is incredibly small. The whole problem is probably one of semantics. Selling, to the average college student, means retail store clerking or door-to-door selling. The image of these two types of selling appears to have little appeal to the college student. A great many of them have no idea that corporate selling, industrial selling, is a very different breed of cat, with challenges and opportunities that rival those of any profession."

Singer Sewing Machine's Charles F. Bruder is terribly concerned about the difficulty, not in **training** sales personnel, but in, initially, finding **dedicated** people who are not just seeking an easy berth.

"At the risk of being called an old fogey, I'd say that it is more difficult today to hire dedicated people who are more interested in opportunity than security. For example, a friend of mine told me about a 22-year-old engineering graduate whom he interviewed for a job. One of the first things that young man asked was whether or not the company had a retirement plan. He wasn't looking for challenge; he wanted security—at the age of 22!

"I don't know why this should be so. Perhaps we pamper our children too much. The father of today tries hard to protect his children from the very things that made the father what he is.

"Whatever the cause, I think that marketers will have to include something in the training program to stimulate the competitive spirit of our younger generation. At Singer we try to make opportunity appear more exciting. We try to create a competitive but friendly environment through sales contests within the organization. The trainee soon begins to like winning just for the fun of it.

On the training side, **Milt Rudo, Marketing v-p, Bowling Division, Brunswick Corp.,** says: "Many years ago we initiated and introduced a comprehensive sales training program to assure maximum efficiency and to develop leadership potential. Today, our top management sales team is composed of sales training school graduates.

"Alert top management sales teams in the years to come will be more important than ever. To maintain training success in developing these leaders, it will be more and more important when hiring sales trainees to subject them to close scrutiny and constant review of progress as replacements are developed for top executive positions."

Motivating and Compensating The Sales Force

Stewart Ruch, Pitman-Moore, feels industry must find new compensation plans that will provide motivation for the salesman.

"In the future, motivation and compensation will be a major problem area for marketing men. I know it is for me already. There has been a gradual withdrawal in our industry from the former drawing account commission compensation method to a dual plan which emphasizes salary and bonuses related to district, divisional, regional and company progress. There are good, logical reasons.

"1. The demands on the marketing and sales chiefs for the lowest direct selling costs.

"2. The impossibility of measuring to any degree the contribution made by the salesman versus the influence of other marketing media.

"3. The lack of a reliable method of allocating sales credit on much of the pooled ethical pharmaceutical business done through wholesalers in metropolitan areas.

"There is little room for argument concerning these fundamentals and yet as our hiring program brings into our ranks the better breed of honest-to-God salesman, as our training programs continue to make him a genuine source of valuable product informa-

(Continued on page 58)

How Long Will Government Let

Will the lawmakers continue to worry business and contain its growth by "negative" action—with laws that control pricing, products, distribution, mergers? Or will Congress now strike "positively" at the market power of the giants—and legislate Federal charters governing the basic growth of big business?

"Giant firms, like giant trucks, ply the national highways of commerce.

"Their operators should be given a limited grant of powers—retainable only by continued observance of minimum regulations as specified in their Federal charter or supplementary license."

These words, appearing early this year in a widely read Government pamphlet, are exciting considerable interest in Washington. They are also stirring up strong emotions in the board rooms of some major corporations.

The proposal is not new. In various forms, it dates back to 1902. Now it has been put before Congress' powerful Joint Economic Committee.

"Federal charters" for corporations would give Government almost the ultimate means—and by far the best yet—of controlling the growth and prime marketing strategy of big business. It is a positive means of control, immensely effective in its simplicity.

A Federal charter could limit a company's share of market. It could restrict expansion, both by product and by territory. It could control every important aspect of a marketer's growth.

In the eyes of many opponents of big business, this concept rises in unique splendor above the hundreds, even thousands, of negative, niggling methods of Government control of big-business growth. It dwarfs all the proposals for regulating prices, products, advertising, credit, distribution, mergers, and such. It would obsolete the present antitrust laws by establishing a new national rule for national corporations. It would strike an effective blow at the charter-mongering states that compete for the privilege of handing out meaningless charters to national corporations.

Every corporation would have to operate under its own Federal charter. It would be a driver's license, permitting business activities in certain product and geographical areas, governed by certain rules. Serious violations could result in a loss of the license.

►Small business—even businesses as big as George Romney's American Motors Corp.—would probably welcome Federal charters as a means of controlling "giant enterprises."

Manufacturers of all sizes would no doubt cheer the Federal charter as a way of limiting the power of the giant retail chains.

But the giants of the basic industries—steel, autos, oil, chemicals, electricals, rubber, meat-packing, etc.—would be immensely perturbed. A Federal charter could restrict their share of market, could limit their acquisitions or expansions into other related or unrelated product areas, could prevent their spreading out into new geographical markets at home and abroad.

The industrial giants would be quick to point out that big business is

Billionaire Enterprises—Business vs. Governmental

(Revenues, in Millions, for 1958)

FEDERAL GOVERNMENT	**$69,117**	**Gulf Oil Corp.**	**2,769**
General Motors	**9,522**	**Prudential Insurance Co. of America**	**2,648**
Standard Oil (New Jersey)	**7,544**	**Swift**	**2,645**
American Telephone & Telegraph	**6,771**	**NEW YORK**	**2,558**
Great Atlantic & Pacific Tea	**5,095**	**NEW YORK CITY**	**2,542**
Ford Motor	**4,130**	**Texaco**	**2,328**
General Electric	**4,121**	**Safeway Stores**	**2,225**
Sears, Roebuck	**3,721**	**Chrysler**	**2,165**
United States Steel	**3,439**	**Bethlehem Steel**	**2,006**
CALIFORNIA	**2,965**	**Westinghouse Electric**	**1,896**
Metropolitan Life Assurance	**2,911**	**Standard Oil (Indiana)**	**1,864**
Socony Mobil Oil	**2,886**	**Armour**	**1,850**

Big Business Grow?



vital to modern economic and military survival; that Federal charters of big business could mean the end of free competitive enterprise.

But, regardless of the validity of the arguments that both sides may present, the Federal charter is being viewed with renewed interest as an extremely potent method of controlling big business.

It has been spotlighted at a time when both the Justice Department and the Federal Trade Commission are being cheered all around for strong policing of business . . . at a time when there's a lot of talk about high prices, about administered prices, about wasteful consumption, about a need for increasing the role of the Federal Government in our lives . . . at a time when economic liberals are rising in number, when labor boasts record influence in Washington, when big business is losing popularity, when many consumers are rebelling against high prices and nonessential gimcracks on products.

For big business, a Federal charter may be just around the corner.

►There is little doubt that the traditional concepts of Government control of some marketing activities are winning wide popularity. Today's lawmakers show increasing concern about "protecting free enterprise." Their solutions take the form of hundreds of proposals to regulate the sales practices of business. Many of these are running into strong opposition from marketers.

Some legislative concepts that have built up big followings in Washington in recent years would impose these controls:

• **Notification of price increases**—requiring business in most basic industries to notify the Government and be subject to public hearings on intended price changes.

• **Disclosure of finance charges**—requiring companies extending credit to spell out all finance charges in dollars and simple annual interest rates.

• **Elimination of good-faith pricing**—doing away with the good-faith defense in meeting a competitor's equally low price.

• **Pre-merger notification**—requiring pre-notification to the Government of mergers where either firm has $10 million in assets.

• **"Fair trade"**—permitting manufacturers to establish and maintain national minimum re-sale prices.

• **Motor vehicle financing**—divorcing auto makers from ownership or control of their financing businesses.

(Continued on page 82)

E. I. du Pont de Nemours	**1,829**	**Douglas Aircraft**	**1,210**
Kroger	**1,776**	**United Aircraft**	**1,202**
Boeing Airplane	**1,712**	**Sinclair Oil**	**1,190**
PENNSYLVANIA	**1,680**	**International Business Machines**	**1,172**
Shell Oil	**1,666**	**Radio Corp. of America**	**1,171**
Standard Oil (California)	**1,559**	**TEXAS**	**1,148**
General Dynamics	**1,511**	**R. J. Reynolds Tobacco**	**1,147**
OHIO	**1,478**	**ILLINOIS**	**1,111**
National Dairy Products	**1,451**	**International Harvester**	**1,098**
Equitable Life Assurance Society	**1,436**	**Montgomery Ward**	**1,092**
MICHIGAN	**1,421**	**Continental Can**	**1,080**
J. C. Penney	**1,410**	**Phillips Petroleum**	**1,067**
Goodyear Tire & Rubber	**1,368**	**Firestone Tire & Rubber**	**1,062**
Union Carbide & Carbon	**1,297**	**American Can**	**1,037**
Procter & Gamble	**1,295**	**Cities Service**	**1,015**
		General Foods	**1,009**

Is Business Undermining

. . . an interview with Dr. S. I. Hayakawa, world-famous semanticist

A Word from the Editors

As long-time observers of the marketing scene, we sometimes wonder if there is a lemming instinct among the practitioners of the selling profession. We have seen large companies, large advertisers sometimes play an unquestioning game of follow the leader. We have seen periods of selling and advertising that we have been proud of; we have seen others that seemed hell-bent on rushing us all into the sea of oblivion. We have wondered where the next road would take us.

Unfortunately, neither we nor you have an ideal vantage point from which to observe or to sound the alarm. We are too much a part of, too close to, too involved in the techniques, the methods, the movements of marketing to be wholly objective. We worry that we may sometimes become too smug, too self-satisfied with the job that advertising and selling is doing today. It would be wise, we feel, if we could look into the mirror of a non-business mind occasionally and see ourselves as we are seen. The article beginning on the opposite page is there for that purpose.

Dr. S. I. Hayakawa, a noted semanticist, a thinker, a scholar, with no commercial ax to grind, generously consented to an interview on the subjects of advertising, selling and salesmanship. He not only holds up a mirror, but he challenges all of us with such questions as:

- Could the unwitting message of many consumer goods packages be that the manufacturer of their contents is a liar?

- Could it be that promoters of consumer goods do not envisage themselves as forces of revolution, but really are?

- Are television advertisers making it impossible to sell the generation now growing up when it reaches maturity?

- By the promotion of delusional daydreams to accompany every cereal and every package of soap, is salesmanship undermining its own future?

These are some of the questions raised in the following interview between Elsa Gidlow, SM's San Francisco editor, and Dr. Hayakawa.

Dr. Hayakawa suggests that business, specifically in its marketing activity, may be building, not better, but rather differently from what it knows. This comes about through businessmen's ignoring their own semantic habits of thinking and the semantic environment which in large part their activities are creating, and so disowning the end results.

He asks that businessmen, particularly word- and symbol-wielders, take a long and hard look at what they are doing with these powerful agents of communication. If they do so in all humility and honesty, it may be that they will find a simple formula for ensuring their survival and that of the culture they are, in the long run, selling with every package of soap, each automobile or bottle of whiskey.

Its Capacity to Sell?

REPORTER: Although you would probably be characterized as an egghead by many business men, especially the more extroverted types who so regard anyone whose principal activity appears to be within university walls, I have the impression that you have long taken a lively interest in the business scene and made some fairly controversial commentaries on some of its foibles as observed from a semantic point of view. Would you say that semantic awareness on the part of marketing people might help them avoid pitfalls and strengthen their position with the public on whose confidence they depend?

DR. HAYAKAWA: First, let me point out what I am sure you know: that lumping together under the term, "egghead," everyone who has earned a Ph.D. or who engages in intellectual activity of some sort, is one of those questionable semantic habits we like to correct. Shall we begin by putting aside that over-simplified egg-shaped head and using the somewhat round one on the shoulders of the individual known to his friends as Don Hayakawa?

R.: Most heartily agreed.

Dr. H.: Instead of directly answering your question, should we not begin by examining some of these foibles—assuming we shall not need a stronger term—and revealing the pitfalls? What had you in mind?

R.: Some of your written and spoken utterances seem to suggest that the producers and promoters of goods are doing their promoting in such a way as to build up and project an unreal world. Is this what you meant to convey?

Dr. H.: Let us say, I believe that consumer advertising is the poetizing of consumer goods.

R.: A startling statement. Could you elucidate?

Dr. H.: The poet, Wordsworth, wrote of his character, Peter Bell, as one to whom:

"A primrose by the river's brim
A yellow primrose was to him
And it was nothing more."



Photo by Wolgang Siol

From Teaching English Meaningfully . . .

S. I. (Samuel Ichiye) Hayakawa, known to his friends as Don, was born in Vancouver, Canada. He was graduated from the University of Manitoba, McGill University and the University of Wisconsin, receiving his Ph.D. from the last-named. "But my real education started in 1937," he says, referring to the commencement of his career as an English professor. Fascinated with language, he nevertheless wandered into the fields of anthropology, sociology, psychology and psychiatry, and also became absorbed with art and music.

His interest in semantics grew out of his own attempts, from the beginning of his teaching career in the middle 1930's, to teach English meaningfully. "At this time," he notes, "the most important historical events were the Depression and the rise of Hitler and Mussolini. The most impressive thing about Hitler was that he was the first great demagogue and political leader to achieve his position by radio. He conquered Austria by radio.

"I decided that if by manipulating words you could drive an intelligent nation like Germany to madness, then propaganda was the most important thing you could study. Propaganda is no different from everyday speech except that it goes out to millions at a time. But you can't study just propaganda. My main concern then became teaching the linguistic facts of life by showing the relationships between language and reality. This led to scientific and psychological study, and, before I knew it, I was no longer simply an English teacher."

In 1938 Dr. Hayakawa began the study of semantics under its Polish-American founder, Alfred Korzybski, and by 1949-50 he had become president of the International Society for General Semantics. He was the founder, and has been the editor since 1943, of ETC., a review of general semantics.

Often called upon to speak at management conferences, he says that businessmen have shown keen interest in the uses of semantics to further communication within their organizations.

Dr. Hayakawa is professor of Language Arts at San Francisco State College where, with the aid of 12 assistants, he teaches semantics to 270 students.

Among Dr. Hayakawa's books are: Language in Action (a 1941 Book-of-the-Month Club selection); Oliver Wendell Holmes (with H. M. Jones); and Language in Thought and Action.

. . . In other words, just a damned primrose, lacking all the associations the poet brought to it when he looked at the flower. Peter Bell, obviously, would not have made a very good salesman of primroses.

Doesn't it seem clear that the soap manufacturer and those to whom he entrusts his advertising feel that they cannot sell a cake of soap by simply presenting it to the prospective user as a cake of soap—something to wash dirt off with? The implication of their advertising is that a man or woman has not seen, and so will be unlikely to buy, that cake of soap until he has learned to see it as a symbol—of aristocracy, of health, of fashion . . . that is, with an aura of poetry.

It is the poet's role to give to the data of everyday experience a meaning beyond itself. The advertiser, usurping the poetic function, does the same. Canadian Club whiskey becomes a symbol of adventure. Cigarettes, blankets, Coca-Cola, tooth paste, are surrounded with all kinds of symbols: happiness, gaiety, romance —nothing but poetizing. This poetry is written by the highest-paid writers in the country, organized into companies of poets, rhapsodists, subpoets, and sub-rhapsodists, known as "agencies." It is supplemented and reinforced by vast amounts of illustration on which the most expensive and most advanced methods of color reproduction are lavished. It is chanted into national hook-ups night and day at the cost of thousands of dollars an hour, and there it is tied into drama, music, satire, humor, social and political discussion, and news. Product and producer, it sings —in unending paeans of praise. The fascinating thing to a semanticist is, these people, for the most part, do not see themselves as poets—makers of bad and corny poetry, but we'll ignore that.

R.: If they did see themselves as poets, what then?

Dr. H.: Then they would work consciously—or quit! They would be compelled to see that they were manipulating, as poets do, all of the emotive symbols they can get hold of: love, home, babies, dogs, gaiety, romance, adventure, springtime, all the way to patriotism and religion, the latter often in curious and fascinating ways.

R.: Can you think of any examples?

Dr. H.: We all know how often Abraham Lincoln is brought into advertising, often by persons who forget what he stood for and would repudiate it if they remembered. As to religion, a cake flour manufacturer used to have a soap opera based on a dramatization of the Old Testament. Women, mainly church members, were organized into "Listener Clubs" and these groups were led to save box tops from the cake flour to turn in for equipment for their church activities.

R.: Would you say that this commercial utilization of the great, basic symbols is unhealthy?

Dr. H.: Let us explore this matter of poetizing a little further and perhaps we shall find out. Reading poetry involves, on the part of the reader, a kind of role playing. To read Hamlet you may imagine yourself to be Hamlet for the time being. One of the values of the poetic experience is that through this imaginative role-playing we become involved in emotions that enlarge our experience.

Advertising also invites us to role-playing. It says: Put yourself in this picture . . . you are the gracious hostess: This is what you serve . . . you require for your background this wall-to-wall carpeting. You are a lady of fashion: Here is what you must wear. You are a man of distinction: You demonstrate it by drinking this whiskey. . . . But, to complete your role-playing, you have to buy the props. Herein enters the impurity in the poetry. The imperfection of the poetic act in advertising is that its purpose is a commercial transaction. Yet the imaginative functions brought into play are pretty much the same.

R.: It's a long time since I read Plato's "Republic" but I seem to remember that he was not keen on having poets in his ideal society because he thought they gave unreal pictures of life. Are you suggesting that advertisers may be dangerous for a similar reason?

Dr. H.: Dangerous may not be the right word. I am thinking mainly of consumer advertising. Institutional advertising is another matter. I've seen at least one institutional advertisement that deserves the name of high poetry, although it is in prose —a John Hancock Insurance Company tribute to An Unkown Soldier. Much industrial advertising also is in a class apart.

Some things, perhaps tractors, are sold for what they are. Others are sold for what they symbolize and what this shall be is determined largely by the advertising campaigns. If poets had the power to harm—I'm inclined to think the opposite—that power would be limited because they reach so few people. But for ninety-nine one hundredths of our

A Semantics Reading List for Marketers

(Suggested by Dr. S. I. Hayakawa)

By ALFRED KORZYBSKI:

Science and Sanity. The work in which general semantics was formulated as a scientific discipline. $10.00

By IRVING J. LEE:

How to Talk with People. Program for preventing trouble when people talk together. $2.75

Language Habits in Human Affairs. Effects of language on public opinion and daily living. $2.50

Customs and Crises in Communication. An exposition of the use of cases as a basis for group discussion. $3.00

Handling Barriers in Communication. His last major work. Expanded and rewritten by his wife, Laura L. Lee. $5.00

By S. I. HAYAKAWA:

Language in Thought and Action. Extended revision of Language in Action. $4.00

By WENDELL JOHNSON:

People in Quandaries. The semantics of personal adjustment. $6.00

By J. SAMUEL BOIS:

Explorations in Awareness. A guide to thinking and behavior in terms of general semantics, especially as applied to business. $3.50



The postmarks are actual reproductions

From A to Z, Grit sells small towns to give you balanced national coverage

Far-away places with strange-sounding names. Those are Grit towns, and there are 16,000 of 'em across the country. That's a lot of towns . . . a lot of people . . . too big a market to miss. And you *are* missing it, relatively, with your advertising in the metropolitan-minded mass magazines. That's why your Grit campaign is so important . . . because it offsets the big-city bias of the major mass media and helps provide *balanced national coverage*. Only Grit gives it to you . . . and without it you can't hope for total marketing success.

GRIT

Grit Publishing Co., Williamsport, Pa. • Represented by Scolaro, Meeker & Scott, Inc., in New York, Chicago, Detroit, Philadelphia; and by Doyle & Hawley, Inc., in Los Angeles and San Francisco

people, advertising is their poetry, the only poetry they ever come in contact with. And what this poetry says, in effect, is that there is no human ill that cannot be somehow taken care of by buying the sellers' products.

The important fact to consider in all this is that the picture presented by advertising has only one side: the sunny aspect. There are areas of emotion it dares not touch: sacrifice, responsibility, hard work, otherworldliness. The reader, at all costs, must be kept in a mood to buy. If advertising entered into the taboo areas of emotion it would have to argue: Let's not buy a new car this year; let's give the money to CARE. Or, here is a grief you can't cure by buying our product. The only time this area is touched on is during wars, when advertising assumes a somewhat altered role as handmaiden of the profit system; then we are reminded or urged to sacrifice for the war effort.

R.: What should we conclude from all this?

Dr. H.: We might ask: Has not consumer advertising gone too far in the promotion of delusional daydreams to accompany every cereal and every package of soap? Every perfume, candy, whiskey, food specialty? Is the alleged materialism and superficiality of our whole culture attributable in large part to the fact that advertising has become a moral force shaping the direction of our goal seeking? Is business undermining its own future capacity to sell people their products and the system under which these are produced?

R.: Examples always help, Dr. Hayakawa. Could you give one?

Dr. H.: Take television advertising where every kind of consumer product is poetized, sold, demonstrated, not only to adults but before the eyes of millions of our youngsters during the greater part of their leisure time. Mightn't it be worth asking whether the kids will be so disillusioned by the time they reach eight or nine that by the time they reach 25 and have been forced to experience the real world in contrast to the fantasy world of TV, their reactions will be such that it will be impossible to sell them anything?

R.: We have spent a lot of time on advertising. Do you believe, Dr. Hayakawa, that other aspects of marketing should come in for as searching examination of their users' semantic habits? What of packaging?

Dr. H.: As consumers, we want to know that any package truly presents, not itself, but its contents. As such, it would do well to avoid some of its worst abuses: excessive symbolization, for example. We find this where there is little or nothing to distinguish one product from another in terms of quality or real use value, and each manufacturer, faced with intense competition, feels that in order to stay in business he must find some selling lure. This is understandable. Yet long-run sales surely rest on mutual confidence between buyer and seller, especially confidence in the seller's integrity. Wouldn't you say that a sound product will do best over the long pull if presented in an honest-speaking package, with verifiable weight, undelusional symbolization?

R.: What of the sales function itself, Dr. Hayakawa?

Dr. H.: I sometimes wonder if it has ceased to exist.

R.: How do you mean?

Dr. H.: Isn't advertising knocking out the sales function? Self-service was made possible by advertising, in the main. If you enter a store and ask for a package of Serutan (the fact that it's "Natures spelled backward" may be significant, too!), the clerk, if any, need not know a damned thing about the product but only enough to ring up the correct price on the cash register. The ignorance of sales people and clerks may be most marked and most obvious to us at the retail level, but it extends back to wholesalers' and manufacturers' detail men and field representatives, many of whom speak their pieces as uncritically as a myna bird, and for this reason are as ineffective.

R.: One gathers from that that you consider the sales function to be a socially useful one?

Dr. H.: Yes, if we are speaking of the function of a man who can really explain his product, compare it with other products, and generally assist the buyer to make an intelligent and advantageous purchase. The sales function, particularly at and above the wholesale level, today stands for all kinds of subsidiary functions, which need to be understood.

R.: How may semantics help?

Dr. H.: It might be a good idea for the seller first to learn how words affect himself and so realize how they may affect others. Few of us are aware of the degree to which we use words to deceive ourselves—the sin of "using words in a tricky way" is always attributed to the other fellow. We are not unaware of the stereotype of the salesman as "a fast talker." The individual who does not use words to deceive himself is less apt to be deceived by such trickery where it is aimed at him. I have said more than once that semantics, if we wish to make it so, is the study of how not to be a damn fool.

R.: How might a sales manager help to make his salesmen—and himself—more semantically aware?

Dr. H.: He might begin by taking a word familiar in selling, the word, **order.** A man who sells will tend to think of one kind—what he has to get or he will not eat. But it is far from irrelevant for him to think about social **order;** the **Order** which a captain gives to his crew; to realize that some people take holy **Orders;** to remember the **order** that is in the house when mother has finished tidying up. Then there is the batting **order** of the home team; the **Order** of ham and eggs. Considering all these meanings of one word, the salesman may begin to realize why some of his customers misunderstand him and why he has to think seriously about words if he is to make sales. He will do well to be aware of emotionally charged words—flag, for example, . . . foreigner . . . negro . . . communist, and so on.

Korzybski offered a simple formula for improving our semantic habits. This is, to add index numbers to all terms, as: A1 is not A2. Translated into a salesman's working language this would become: Customer A1 is not Customer A2. Private enterprise Bill's Haberdashery is not private enterprise General Motors. It's a way to train oneself to think in terms of concrete objects, situations, events—not verbal associations.

R.: You believe that the salesman applying this formula would avoid parrot-type selling and be more likely to adapt it to his varying prospects?

Dr. H.: That's a beginning. But communication is not only telling people; it is also listening to people. People with goods to sell must realize that there are individuals out there, not semantic abstractions like "dealer," "retailer," "consumer," "customer," "prospect." Where business is not selling direct to the ultimate consumer of soft goods, but to those within industry—business selling to business—listening becomes even more important. For their sales purposes, those who would sell in those fields have to listen very carefully indeed to their prospective customers so as to understand what their situation is. Otherwise they may be offering or presenting, trying to sell, something not at all suited to the situation.

R.: How does an understanding of

How to buy a pig in a poke



Picking an advertising agency is often like buying a pig in a poke.

You don't always know for sure what you've bought until you get it home and out of the bag. By then it may be too late and you have to live with your purchase—sadder, and perhaps wiser—until you're able to make another move.

Best way we know to buy a pig in a poke—and be satisfied with the contents—is to find out all you can about the man who's selling it.

And this is probably the best way to buy an agency too—once you've narrowed the field down to a few logical candidates.

Getting to know the men who run the agencies—not only management people, but those who'd work on your account as well—can be a vital measurement. Yet it is one that is frequently neglected.

To do this effectively, you have to get past the "packaging"—past the fancy presentation, the "new business" stratagem and the polished phrase.

The only way we know to do this successfully, is to talk to these advertising men at length and in great detail. Talk to them as if they were applying for a major job in your company—which, in essence, is just what they're doing.

You'll want to know how these men see themselves and their function in your marketing operations . . . what their approach to advertising problems is . . . what their business ethics are.

You'll want to evaluate their creative ability and, equally, the degree of maturity with which they will season their creative output.

And, of course, you'll want to know about their experience (not necessarily on your type of product) and how they will bring that experience to bear on your business, how quickly they will grasp the essentials of a marketing problem and evolve realistic solutions for it.

We'd welcome an opportunity to talk with you about your advertising needs. Or, perhaps you'd rather start by talking, or writing, to any of the companies we serve. If so, we'd be glad to send you our client list.

Marsteller, Rickard, Gebhardt and Reed, Inc.

ADVERTISING

NEW YORK • PITTSBURGH • CHICAGO • TORONTO

AFFILIATES

PUBLIC RELATIONS • BURSON-MARSTELLER ASSOCIATES, INC

MARKETING COUNSEL • MARSTELLER RESEARCH, INC.





"Someone ought to make newspaper space easier to buy"



How often have you heard that line?

If you've been on Madison or Michigan Avenues any length of time, say 40 weeks or 40 years, you've heard it often, probably too often. Could be your own pet peeve!

Well, Metro has done something about it – with a new regional buy for Metro's SUNDAY Magazines and Sunday Comics Network.

Now, you can buy combinations of SUNDAY and/or Comics (three-paper minimum in each) with just one call to the nearest Metro office. More audience, more flexibility, more economy, more marketing savvy at the local level. Let's spell that out for you.

Since 1932 Metro has pioneered simplification of the newspaper space buying function: standardization in page sizes; new additions to both Metro networks; more flexible rate structures; steeper discounts; production savings passed along to advertisers; constant refinement of the marketing, research and promotion assistance offered to our advertising colleagues.

Now this new step forward. Now the marketing services, statistical information, flexibility and creativity formerly available through Metro on a national basis only, are at your disposal for *regional* use as well.

"What," you may ask, "is *new* about that? A flock of big-name national magazines now sell bits and pieces of their circulations. What has Metro got that we can't get from them?" It's a good question. And mark the answer for your own profit.

Charles Caleb Colton gave us the line: *"Imitation is the sincerest flattery."* And the current crop of magazine split-runs is indeed the sincerest flattery of the newspaper's basic marketing function – local editing, local circulation, local retailing, local pay-off at the check-out.

We salute the magazines and accept the compliment. But *no* magazine, however big or ingenious, will ever come close to Metro's member publishers in the journalistic job of painting the local scene in their editorial columns and the complex local marketing scene in their advertising columns. That's the exclusive function of the "fourth estate" – and let no one tell you otherwise.

When you buy Metro *regionally*, you get the real thing. When you buy magazine split-runs you get fragments of nationally edited, nationally distributed circulations – *sans the priceless local touch.*

When you buy Metro *regionally*, you'll get, in SUNDAY and/or Comics, the best-read sections of the best Sunday newspapers serving the markets of your choice. You'll get the deepest door-to-door coverage in every neighborhood of every market. You'll get the closest correlation with store locations of leading chains and supers. You'll get the finest printing available from modern newspaper presses. You'll get the know-how and where-to-tap experience of locally trained newspaper men who know their markets as they know the backs of their hands. In short, with Metro, you'll *get* the priceless local touch.

With a Metro man across your desk, you can push-pin your marketing-media plans. For a new product test or rejuvenation of an old product in Dallas or Des Moines, Pittsburgh or Phoenix, Boston or Buffalo (you name 'em, any three or more) he'll show you the facts, figures, facilities and cooperation you need. *You get the space you want, the help you need and the bill itself all from one source.*

And for that bill you will have reached a far larger audience at far lower cost per thousand than national magazine split-runs. See comparisons in the box below. Clearly, these examples may not fit *your* regional marketing problem. A phone call to the nearest Metro office will bring you the custom-tailored facts and figures you need.

LET'S LOOK AT THE EAST COAST

	CIRCULATION	COLOR PAGE RATE	CPM
SUNDAY (13 magazines)*	7,047,229	$29,010.50	$4.12
LIFE (Eastern Edition)	2,335,000	$17,500.00	$7.49
LOOK (New England & Middle Atlantic)	1,696,000	$12,785.28	$7.54
***SUNDAY**			
New York News (CAS)	2,468,951	$8,930.00	
Philadelphia Inquirer	1,041,740	3,950.00	
Pittsburgh Press	549,755	2,015.00	
New York Herald Tribune	521,568	2,538.00	
Boston Globe	431,274	1,900.00	
Newark News	392,215	1,042.50	
Baltimore Sun	320,877	1,675.00	
Washington Star	310,373	1,550.00	
Buffalo Courier-Express	305,367	1,470.00	
Boston Herald	298,604	1,400.00	
Providence Journal	191,274	1,050.00	
Springfield Republican	112,352	850.00	
Syracuse Post-Standard	102,879	640.00	

BUY THEM ALL OR ANY THREE

AND NOW LOOK AT THE MID-WEST

	CIRCULATION	COLOR RATE	CPM
		½ Pg. Color (952 lines)	
METRO COMICS*	5,078,234	$15,126.44	$2.98
		4-color Pg. (680 lines)	
LIFE (East North Central Zone)	1,675,000	$11,762.50	7.02
SATURDAY EVENING POST (East North Central Zone)	1,254,343	$9,666.45	7.71
		½ Pg. Color	
***METRO COMICS**			
Chicago Tribune	1,229,396	$4,050.00	
Chicago Sun-Times	670,127	1,150.00	
Detroit News	640,079	1,775.00	
Detroit Free Press	521,947	1,675.00	
Cleveland Plain Dealer	510,406	1,566.00	
Milwaukee Journal	513,647	1,550.00	
Indianapolis Star / Muncie Star	338,876	1,295.44	
Cincinnati Enquirer	280,268	905.00	
Columbus Dispatch	278,461	810.00	
Peoria Journal-Star	95,029	350.00	

BUY THEM ALL OR ANY THREE

METRO COMICS **METROPOLITAN SUNDAY NEWSPAPERS, INC.** Sunday

Sales Offices: 260 Madison Avenue, New York 16, N. Y., MUrray Hill 9-8200 ■ **Chicago 11,** 1710 Tribune Tower
Detroit 2, New Center Building ■ **Los Angeles 5,** 3460 Wilshire Boulevard ■ **San Francisco 4,** 155 Montgomery Street

"National Defense must not wait

so we use Delta Air Freight"



Convair, Ft. Worth, Texas, uses Delta Air Freight to help meet production deadlines and testing schedules for the B-58, America's first supersonic bomber.

"Every minute test planes are grounded, our national defense program is affected," says Sam Keith, Traffic Manager. "Delta Air Freight plays a vital part in the B-58 production and testing program, by reducing the transit time for high-priority material between our Ft. Worth plant and distant test sites."

Profit from Delta's BIG PLUS



Delta operates all-cargo flights and in addition carries freight on every passenger flight, including Jets. All-Cargo flights serve Atlanta • Chicago • Cincinnati • Charlotte • Dallas • Detroit • Houston • Memphis • Miami • New York New Orleans • Orlando • Philadelphia.

Delta AIR LINES AIR FREIGHT DOOR-TO-DOOR

GENERAL OFFICES: ATLANTA AIRPORT, ATLANTA, GA.

semantics help a salesman to listen creatively?

Dr. H.: No one can listen if his own mind is closed through dogmatically held opinions: the doors of communication are closed. This is equally true if the salesman's dogma is that the prospect *must* accept his product. By examining his own semantic habits, any man, and this is crucial in selling, can divest himself of dogmatism. When he has done this he is able to listen—listening automatically follows.

Listening enables him, in turn, to know how to serve the customer as he needs or would like to be served. True communication is established. You have a sound basis for making and keeping a customer, one grounded in mutual confidence. It becomes more a symbiotic than a competitive relationship (one in which the salesman is trying to put something over on the customer through enchantment or deception, or simply outwitting him so as to sell him something he doesn't need or cannot afford).

R.: Are there other ways in which semantics can help a salesman become more effective?

Dr. H.: It can help him avoid antagonizing people by being or appearing overcertain of his own opinions or arguments. He will stop labeling people ("that guy's a foreigner"), then reacting to his own label. He will be less likely to jump to conclusions. He will cease seeing things in black and white. In short, he will become a better salesman by becoming a better human being.

R.: Do you know of any business firms that are applying semantics to the training of salesmen? And how they are doing it?

Dr. H.: The Employers' Mutual Insurance Co. in Wausau, Wis., has made a training film called "The Small World of John J. Pennyfeather." This film studies the semantic habits of salesmen's thinking and their ability (or inability) to relate to others and thus make sales (or lose sales). In this film, two salesmen are contrasted in their semantic habits and the consequences are their efficiency or inefficiency on the job. Semantic habits, you see, mean prejudices—over-reacting to words. The training film is used in two- or three-day seminars built around a more semantic awareness.

R.: May I ask, did you have anything to do with this film?

Dr. H.: You might say, I was technical advisor.

R.: Are there other ways in which a sales executive or sales department can utilize semantics as a training tool?

Dr. H.: There are many ways. Those interested might begin by reading certain books. I'll give you a list if you wish. None of them will prove light reading, but anyone with a sincere interest in the subject finds them exciting and stimulating as new worlds of awareness open to him.

R.: What about courses?

Dr. H.: For persons who are employed days, the evening classes offered by extension divisions of many colleges and universities are good introductions. If none are listed in certain areas, a sales manager or other business executive could telephone the adult education department of a suitable educational institution and suggest that such a course be given. Since he could promise attendance, he would be pretty sure to meet with acquiescence. Then, in most of the larger cities there are semantic clubs—chapters of the International Society of General Semantics. New York, Chicago, San Francisco, Los Angeles, Phoenix, Montreal, all have such clubs. There may be active ones in smaller towns. It is possible to find out about these by writing to the society headquarters at 400 W. North Avenue, Chicago 10, Ill.

R.: Men oriented to selling are apt to be fairly extroverted individuals who get more from face-to-face discussion than from study, or from films such as the one you mentioned. How might a sales executive go about arranging for speakers on the subject, seminars or related activity?

Dr. H.: I'm sure that local semantic club members or the society headquarters would be glad to give help.

R.: The society has a magazine called ETC. Is it too scholarly or theoretical to be of assistance to people in business looking for practical guidance in the subject, or might it be recommended?

Dr. H.: We try to include in each issue at least one article pertinent to business activity. In the issue published this past February, for example, is "Status Symbols and the Timecard Employee," by Ellentine M. Mullaney. Anyone with the patience to consult back issues in libraries would find others.

R.: I have noticed that the articles in ETC. are straightforward and clearly written. They seem to avoid the gobbledygook of some specialists who get bogged down in their own involved terms and the obfuscations of certain scientific jargons.



The 1960 look in *Gracious Giving*
...decanters by Owens-Illinois

Nothing says "Season's Greetings" more eloquently than gifts of liquor bottled for beauty in new, 1960 glass decanters from Owens-Illinois.

The popularity of Owens-Illinois decanters for Christmas gift-giving has grown steadily in recent years. Not surprising. Fine decanters have a special charm which gives them a value of their own. For many, in fact, they're collector's items.

This holiday season choose your business gifts in Owens-Illinois glass decanters, and be assured that the package comes from a company which knows what businessmen like.

Holiday gift decanters are another example of Owens-Illinois leadership in the field of package design. Each container reflects the ingenuity and inventive spirit behind *all* Owens-Illinois products.

CONTAINER	Duraglas bottles & jars • closures plastic containers • plastic fitments corrugated & solid fiber shipping boxes • multiwall paper bags kraft paper for shipping boxes
INDUSTRIAL	Kimble all-glass television bulbs glass pipe • glass tubing & rod communication & power insulators
SCIENTIFIC	Kimble laboratory glassware vials • ampuls • clinical glassware
TABLEWARE	Libbey Safedge glassware • cut or decorated tumblers & stemware
BUILDING	glass block • glass curtain walls

DURAGLAS CONTAINERS
AN (O) PRODUCT

OWENS-ILLINOIS
GENERAL OFFICES • TOLEDO 1, OHIO

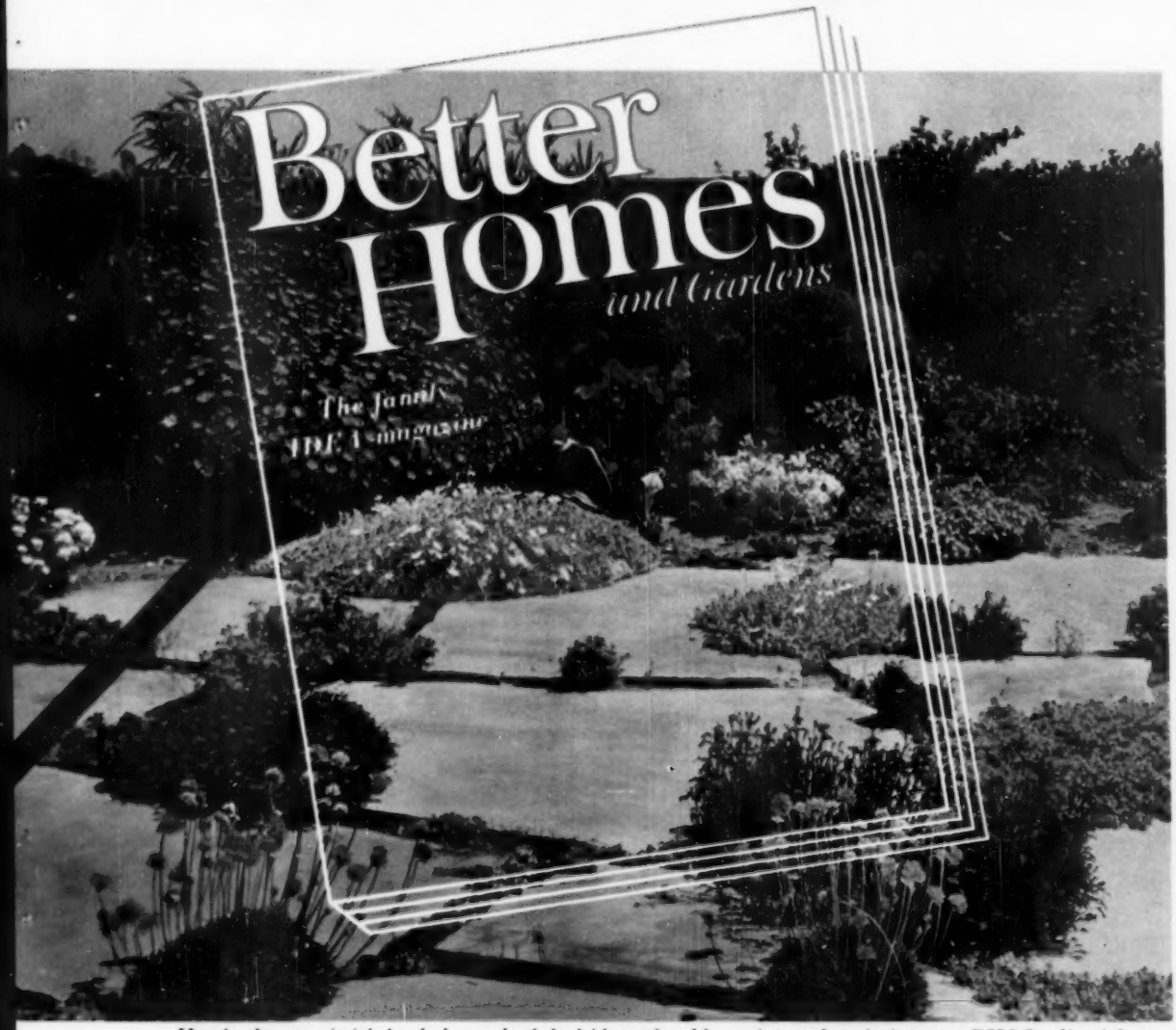
Where America shops for ...The



Better Homes and Gardens.

NOW 5 EDITIONS AND OVER **5,000,000 COPIES** EVERY MONTH

ideas that make SALES family IDEA magazine



Here's the way it is! A whole gardenful of ideas that bloom into sales—in just one BH&G editorial page

Whenever somebody with an itch to change things meets an idea that says, "*Here's how*"—that's where a sale begins. And that's BH&G all over! It puts *do-it-now* readers and *here's how* ideas together in an atmosphere that means business.

Each month now, almost sixteen million men and women look to Better Homes and Gardens for ideas. During the year, a third of America—the family-centered, top-spending third—turns to BH&G for the kind of ideas they can turn into action. And isn't that exactly the mood you want people in when they see your advertising? *Meredith of Des Moines . . . America's biggest publisher of ideas for today's living and tomorrow's plans*

CAN YOUR PRESENT ADVERTISING AGENCY PROVIDE YOU WITH THIS KIND OF NATIONWIDE SERVICE?

Ask yourself:

If you should need a market survey in a distant state . . . if you should require specialized guidance in introducing a new product . . . if you should need personal representation thousands of miles away . . . will your present advertising agency be able to handle it for you? If you have a MAAN agency, the answer is YES.

MAAN stands for Mutual Advertising Agency Network . . . an association of progressive, independent agencies cooperating to bring nationwide research and marketing assistance within the reach of every advertiser.

When you retain any MAAN-affiliated agency, the services of all the other members—strategically located in major marketing areas—are automatically available to you. When you have a problem, your MAAN agency will simply contact the MAAN affiliate best suited by location, experience and background to handle the assignment.

In effect, MAAN-Power provides you with the "branch office" conveniences usually available only to the largest advertisers!

In today's fast-paced business, the long arms of MAAN can give you a powerful competitive advantage.

If you are considering a new advertising agency, it will pay you to investigate MAAN-Power. Write MAAN Executive Headquarters, and a principal of the member-agency in your area will contact you.

MUTUAL ADVERTISING MAAN AGENCY NETWORK

Mutual Advertising Agency Network

Executive Secretary: Allan J. Copeland, 75 E. Wacker Drive, Chicago 1, Ill

MAAN-AFFILIATED AGENCIES SERVICE THESE IMPORTANT MARKETING AREAS

• *Boston, Mass* • *Chicago, Ill.* • *Cincinnati, Ohio* • *Cleveland, Ohio* • *Columbus, Ohio* • *Davenport, Ia.* • *Detroit, Mich.* • *Grand Rapids, Mich.* • *Indianapolis, Ind.* • *Los Angeles, Calif.* • *Louisville, Ky.* • *Milwaukee, Wis.* • *Minneapolis, Minn.* • *New York, N. Y.* • *Oakland, Calif.* • *Ottumwa, Ia.* • *Philadelphia, Pa.* • *Toronto, Canada*

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Dr. H.: We try to practice what we preach. If articles come in that violate semantic clarity, I can tell you, we edit the hell out of them.

R.: Dr. Hayakawa, on behalf of Sales Management's readers, there is one final question I should like to ask you. How do you see the role of marketing in our economy today? Is it a simple, neutral matter of the movement of goods from producer to user as businessmen often seem to take for granted? Or has it broader implications, calling for broader vision on the part of marketers?

Dr. H.: Marketing, it seems to me, with its ally, advertising, can be looked upon as a revolutionary force.

R.: That sounds like a challenging statement. I doubt if the people who read Sales Management ever think of their activity in that light. Could you explain?

Dr. H.: We are now in the age of the vacuum tube—in a new era of communication whose implications haven't even been guessed. Advertising, which every marketer employs in a dozen different ways, continuously, is making revolutions. To take an instance, segregationists blame the National Assn. of Colored People and their friends for stirring up Negroes in the South. But television and radio and magazine advertising are far more responsible. The marketer's, the advertiser's, message is: You need a new car . . . you deserve a new car. Or, if you eat a certain cereal you will be a good, healthy American. Okay, says the Negro—I have the new car, I eat the Breakfast of Champions—now where do I go to vote? The social effects of marketing and its handmaiden, advertising, are far more important than what is offered for sale. This is true not alone in the United States of America but wherever our seductive message of the good life—do we mean, the goods life?—may re-echo.

If marketing projections of reality turn out to be false, distorted, then it's possible for social change to take mistaken directions. ◆

A Brief Look at Management in 1970

By 1970 the cry for "organizing" has given way to "planning." And it is ridiculously apparent that many of management's troubles in the '60's came from people's inability to understand each other. Today the big emphasis is on "communication," between management and staff, salesman and customer.

By DON H. SCOTT
Don Scott Associates

IT IS 1970. Today's manager has become a true professional. Of course, not every company is completely staffed with top professionals, but even the least competent is considerably better informed than the average manager of the late fifties.

There are several reasons. After much talk about it in the fifties, we have finally faced the fact that people make or break a company. The company with the best personnel is the company that survives. We also realize that mistakes are generally made by semi-trained people—and mistakes are costly.

Here's an actual example of typical management thinking in 1960: Cal Manor was division manager of Bruex Company's largest division. He was lamenting the fact one day that, after two changes in sales managers in 18 months, he now had to do it again. Now Cal was not a bad manager by 1960 standards. He was hard working, considerate and knew Bruex's products and business procedures as well as anyone in the company. He was the logical choice for his job. Yet—look how far off he was.

When he was asked why the changes in sales managers were necessary, he said the right man for the job simply hadn't been found. But when he was asked what the job was, he couldn't explain it. Oh, he thought he explained it, but he didn't even come close by 1970 standards. He said the sales manager was supposed to meet the quota. He was supposed to develop a sales force and stay within the budget. He was supposed to keep customer complaints to a minimum. He was supposed to keep morale of the sales department relatively high and turnover down.

Now listen to the side of the second sales manager he fired:

"Quota—schmota. That quota was established by adding 10% across the board to last year's sales volume. No one says where we are supposed to find that 10% in a depressed market. I think we could get it by extending our distribution and number of outlets—but the budget they talk about won't stand an increased operation. The responsibility for morale of the sales force is handed to me but our remuneration scale is set by the personnel department and it isn't realistic. My salesmen know that I have virtually no control over the economics of their jobs and it makes it hard for me to deal with them.

"When is my boss going to learn that these factors all interlock. Budgets, Sales, Personnel, Morale, Markets. Hell! These things all relate to each

Requirements for Selling Tomorrow

It is 1970. We are trying to hire two salesmen for new territories. They are hard to get. A lot of men come in here who are familiar with the selling process but that just isn't enough anymore. We wouldn't be competitive for one week if we were to put a salesman in the field who wasn't a businessman as well as a salesman.

Today, he must know fundamentals of accounting, a great deal about marketing and distribution and a lot about management. He doesn't really sell a product, he fits the product to the business of his buyer.

He must be a man who can analyze problems and come up with solutions. He's got to be a logical thinker and he has to talk to the management level. He has long since learned to live within the business of his buyer and not dwell solely on his own business. He's going to school all the time. He's in the second highest-paid profession in the country and if he makes it here he shouldn't have to worry about his future.

In some ways his job is easier today then it was ten years ago. His appointments are made a month in advance and his buyers stick to the schedule. They need him as much as he needs them and they finally realize it.

Ten years ago many buyers considered salesmen as peddlers asking them if they needed anything today. The salesman often appeared as an order taker who talked only about his product because that was all he knew. Not so today. This boy is a man to be dealt with. He's got a store of information and the ability to apply it. He can talk your business with you on a high plane.

But there are other reasons why buyers keep their appointments. Public relations is a big factor. The salesman who calls on you today can do you good or harm outside and you want him with you. The buyer's company has salesmen, too, and he doesn't want them shunted around and their time wasted. These are acceptable ethics today and Heaven help the company that doesn't go along.

If you were to add up the loss in the late fifties that resulted from sales-



Consultant, Author, Prognosticator . . .

Don Scott, author of SM's now famous series on "The 10 Biggest Mistakes Executives Make," has long been in a key position to spot upcoming trends in management. As director of the 6-man force of Don Scott Associates — all management experts — he has trained sales and management executives in over 300 companies in 90 different industries throughout the Western Hemisphere. He formed his own organization in 1955 after 16 years with Texaco, where he set up many management and marketing programs in the U.S. and Latin America.

other and this relationship must be worked out in advance. I'm stamping out fires in the quota area and my budget goes over. . . . When I try to straighten out the budget factors, two salesmen quit. . . . I never finish anything, but mostly because I don't really know what it is I'm trying to finish.

"True, it is mostly in my mind. After all we are still in business. But the big factor is, I am looking bad to many people around here and I don't think it is my fault. Now I hear rumors that I am about to be replaced. Good! But I pity the poor idiot who gets the job."

And that is how it went in 1960.

This situation was par for the course then. What was really wrong? Cal just didn't know his basic fundamentals. It was a common lack. Managers were always working on problems they didn't have, and making changes in everything but the real trouble spots. If a man was not producing what they thought he should produce they changed the man without a thought to checking their production estimates. The great blight that existed came from treating the symptoms and not the sickness. The best description of what was missing is **fundamentals.**

Today, in 1970, we recognize fundamentals as extremely important. Knowledge of the planning process is a must for every man or woman in management. Semantically, the word **"planning"** today encompasses the meaning of the word **"organization"** as used in 1960. The word "organize" is not used much anymore. "Organizing," as such, was a mental process of relating work, people and work place which is already accomplished in a complete plan. So, why complicate the learning process?

"Motivation" has also been thrown out of the management vocabulary. The word **"communication"** has replaced it. After all, to "communicate" is to pass information and understanding. The purposes of communication are to: (1) teach the job (or the skill to work), and (2) create the desire to do the job (the will to work).

We train management prospects well in planning and communicating today and that's all there is to it.

But there is one more twist to the development process. Study of semantics is a must. No manager can qualify as even vaguely understanding communication without having been through a basic course in the meaning of language. A manager must get through to employees. We have developed a 2-way communication process which can be taught. All personnel slated for management must learn it. To save time, today's teachers of management are rated on two counts: their knowledge, and their ability to communicate.

(Continued on page 40)

men's time wasted trying to get to see prospects, it would be a staggering sum. It used to cost an average of over $25 every time a heavy industry salesman called on a customer or prospect. Today it costs less than $15, merely because of the appointment system. The belligerent, know-it-all buyers are a thing of the past, too. Today salesmen wouldn't waste time with them.

Of course all this puts a bigger onus on the salesman. He must be knowledgeable, and be an excellent communicator. Whereas his prospect is almost forced to give him an audience, he still doesn't have to buy from him, and he can limit the time he gives him. A company that sent out poor operators just wouldn't get anything sold.

Communication is much improved. Today's salesmen study basic communication, semantics and sales psychology as well as business factors. The use of visuals is a much improved art. Salesmen no longer rely on a 26-page flop-over presentation to make their talk for them. They use visuals to highlight and emphasize major points. "Leave behinds" have been well, and objectively, developed for the buyer who cannot really buy but must carry the salesman's story to higher levels.

A salesman today would not think of entering a customer's place of business without specific objectives in mind. If he's going in to sell a product, how much? At what price? For delivery when? He may just be going in to gain information or to make an investigation call. If so, the information he is after is clearly determined before he goes in. If he wants to set up future appointments, with whom? When? Where and why? Salesmen today know how to develop a talk to gain the objectives, if they are possible to gain.

All of this has great advantages. A salesman is ready at any time to move into a management job. He makes a good manager, too. He is a good communicator and has a good reservoir of business knowledge. Because most companies have stabilized their remuneration plans throughout, there is much less raiding of talent and a resultant lower turnover rate. Because measurements of performance have led to higher competency and less frustration, there is less of a tendency for salesmen to look to greener fields in other companies.

Another great innovation has resulted from good management practices that really help salesmen. Following the sound management axiom

(Continued on page 42)

Another factor we finally accept is that no business is different. Any teacher of fundamentals can serve any business.

After years of training at higher levels, we moved bit by bit to the lower echelons. Today, in 1970, we start training practically at the work level. We can guide men earlier and while they are younger. In addition, we can screen them more quickly and do our planning farther in advance.

To do this we must use teachers who communicate effectively to less educated personnel. We need a very practical approach by experienced men. Two-way-communication teaching methods only are acceptable for business and one must start young to become adept at them. With the 2-way approach, complete group control is possible and quickly effective. Without it, training is not only dull and uninspirational but much too slow.

We teach more of the processes, or **how**, today and less about things. **Logical thinking** is our goal in everything. The best manager is the objective manager. The vacillation common in the early sixties, between strict-discipline management here, and over-emphasis on the paternal approach there, has been replaced by good planning and communication, i. e., well-defined jobs with built-in measurements, and excellent communications.

You may wonder where the "process of **control**" went. We don't talk control anymore. Again, no use complicating the learning process. A decade ago the definition of "control" was "assuring performance in accordance with plans." The process by which this was accomplished was merely the comparison of actual performance with the plan. You examined reports (you received them through the process of accountability which was a form of communication) and where deviations were evident, you adjusted either the plan or the action.

But why make this a special process? If you are "adjusting the action," you are communicating; if you are "adjusting the plan," you are planning. When you are investigating or searching for first-hand accountability, you are indulging in the communications process. To make a separate management function and call it control, or anything else, is like putting catsup on a good steak. You not only don't need it, but you spoil the steak.

What if the steak isn't good? Then you just keep buying lousy steaks and putting catsup on them.

What if you like catsup? Then go ahead and use it, but remember that in business, when you stick with a process which is more costly and complicated because you like it, you are not competitive.

Look more closely at planning and organizing: A complete plan answers six basic questions:

1. What action is necessary to bring about the result you desire?
2. Why is it necessary?
3. Where will the action take place?
4. When will it take place?
5. Who is responsible for its accomplishments and who will do it?
6. How will the action take place?

Now look at the definition for "organizing" commonly used ten years ago: "The leader's responsibility for establishing a relationship among work, people and work place."

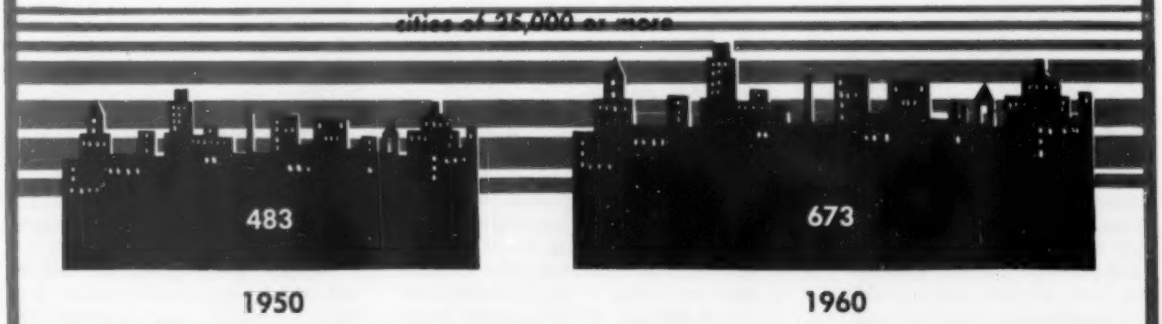
Compare this process with your planning questions. In the plan, you spelled out the actions which were to take place. You did this when you answered the first question. This is nothing more or less than the **work**, which is to take place. You provided for the **work place** in the third question and you provided for the **personnel** in the fifth. If your plan is thorough, you have organized.

If you put your personnel picture on a chart which pictorially describes the various relationships, you have merely portrayed a part of your plan graphically. If you write out job descriptions, you are breaking down the actions listed in number one of your plan into units one man can perform. Can the plan possibly be complete without doing this? Is there a need to tag another name on this process?

What about the following great words which plagued us in the late fifties: Integrating, coordinating, forecasting, leadership, human relations, and many others? Who needs

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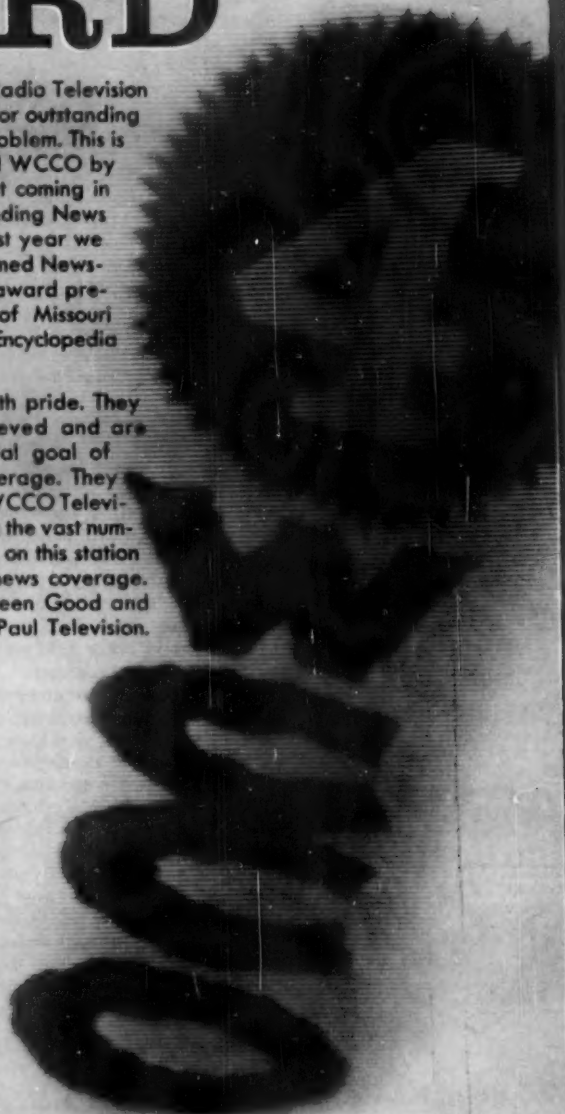


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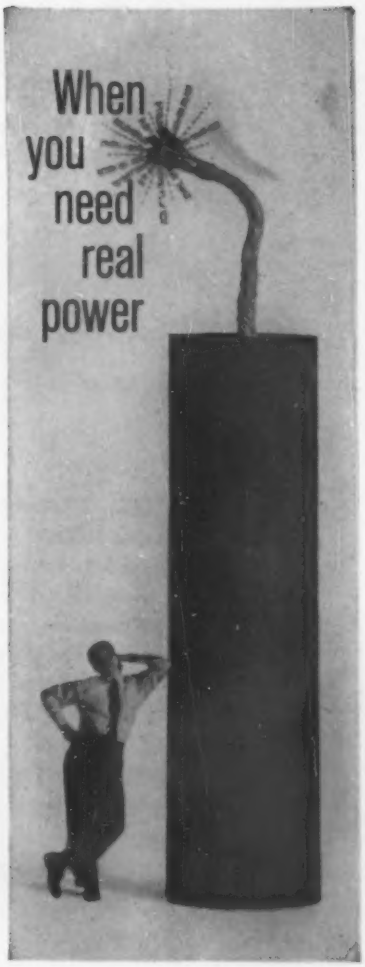
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**From an address by Paul Richard Yokum, School of Journalism, Indiana University, to the RTNDA Convention, October 6, 1960, in Montreal, Canada.



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'em? Today, give us the man who can plan and communicate and we'll show you a top-notch operation.

Of course there's a hitch. It takes a man ten years to become an expert planner and communicator. It takes full knowledge of fundamentals and years of application of those fundamentals at the lower levels of management to develop a real top-level operator. But today everybody is learning the fundamentals. We don't waste a lot of time on the frosting and fancy-titled courses which were common ten years ago. If a man has time left after pursuing the fundamentals, he can use it studying philosophy, languages and history. We want people who understand people. They communicate better.

Yes, we've come a long way in ten years. ◆

Requirements for Selling

(Continued from page 39)

that "all decisions should be made at the lowest levels where the facts are available to make the decision," companies today standardize their buying procedures in order to get buying decisions at lower levels.

Buying practices are spelled out and approval levels established. A salesman entering the buyer's office today can pick up a buying guide from the telephone desk or receptionist. He never wastes time selling to people who can't buy or at least recommend. If he wants to send in to the company for the guide before he asks for an appointment, he will receive it by return mail. In the case of a smaller company that doesn't print a guide, the salesman bluntly asks for the information on the phone and gets it.

It was a wonderful thing for selling when they made the now-famous "entertainment survey" in 1965. It showed, beyond a doubt, that, whereas there were cases where entertainment paid off handsomely, the biggest earners and top sellers in every field were not entertainment-crazy salesmen.

Further, although entertainment could be expedient, it was not healthy from a long-range business standpoint. Buyers often expected a salesman, known to have an expense account, to use it, but there was never a guarantee that they would respect him any more for it. Night drinking and partying was not conducive to daytime business. The files are full of cases of buyers who became unemployed bums because of their drinking with salesmen. The fact that the grander the entertainment, the more it seemed to compromise the buyer in his own company, didn't help either.

It narrowed down to the realization that there was no substitute for "sweat." Follow-up calls after purchase, additional service calls, more investigation calls, closer attention to customer problems, all pay off much more than entertainment after hours. It's easier on salesman and buyer, and much more competitive.

Entertainment is not good business and never was. It was merely an expedient and a substitute. When one violates good business principles, a price must be paid sooner or later.

This is not to say that the business lunch is not practical. Even if it takes an extra half-hour, you have still saved at least an hour in using time neither party would have used. We don't consider lunch as entertainment. The company cocktail party for many buyers can be helpful, too. It helps you to know your customers and them, you. It is less personal and doesn't compromise the buyer.

Today, when a buyer says "no," he says why. If he says "later," he says when. You may think this is a miraculous reversal, but haven't good and courteous people always done this?

Yes, in 1970, we are finally establishing common-sense business practices that could easily have been established in 1870 to everyone's benefit.

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Projections of

Population, Income

and Sales Data

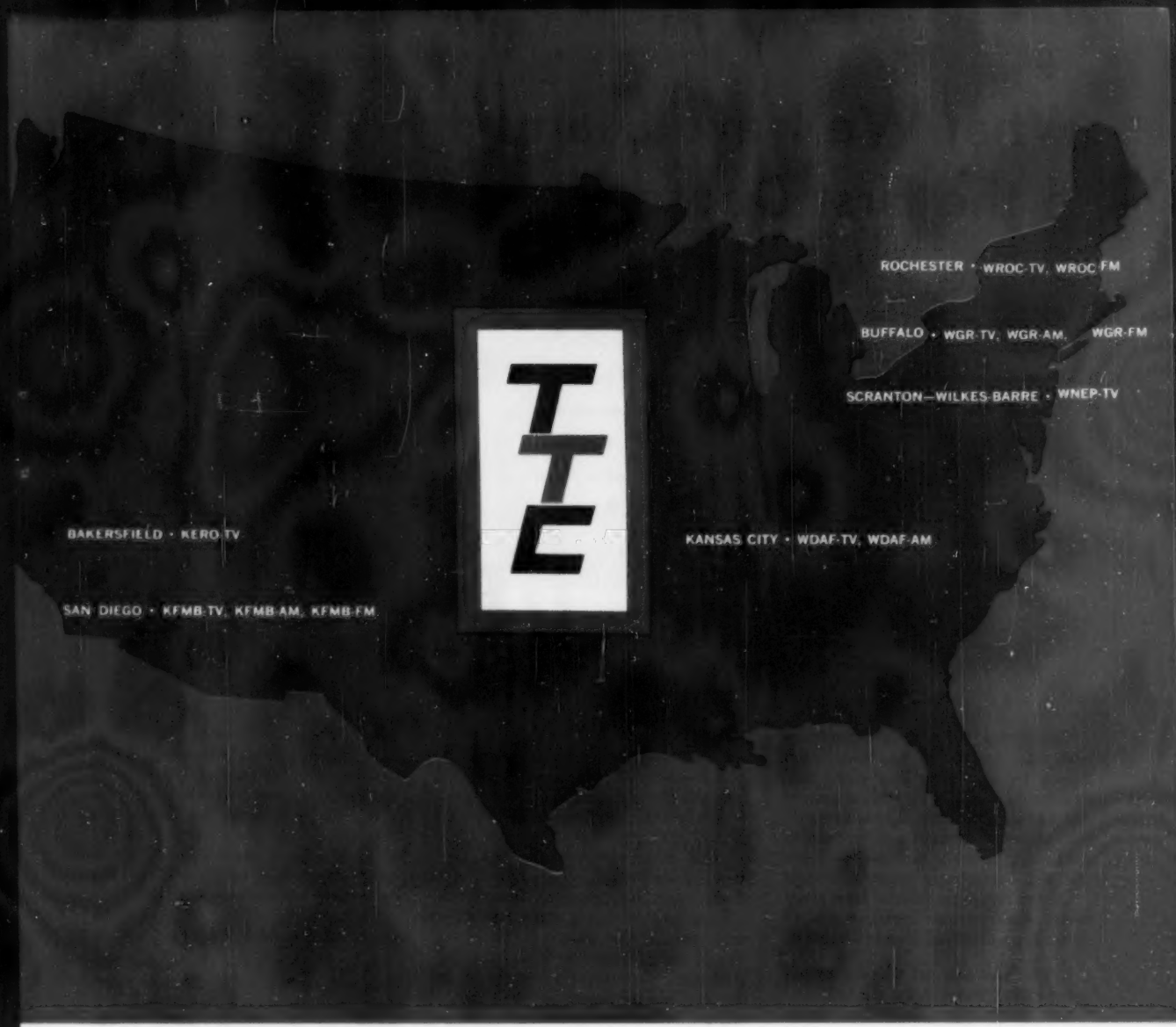
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What We Have Learned In the First Decade Of Real Marketing



The past ten years have proved fertile ground in which marketing could function and grow. It has learned a lot—and it has made mistakes—and it has changed greatly with this experience. What is the new face of marketing, its aims and its influences, as it undertakes a new dominant role in business?

By CHARLES E. ST. THOMAS
Marketing Consultant

Ten years of serious experience with real marketing has now been logged by American businesses, and this would seem to be both a natural and perhaps desirable time to evaluate this experience. Such an evaluation could help provide meaningful direction for marketing's second decade.

On the favorable side, at least three points stand out as bench marks of marketing's first real decade just past:

1. We have learned that marketing is far more than simply the addition of another function to our businesses. More specifically, we have found that it is a fundamental method of managing *all* the functions of the business in a way that takes the customer out of the role of being simply a sales target, and makes him the constant focal point for all our basic business planning and decision-making.

2. We have learned that successful marketing starts with a recognition of the true role of marketing *at the top decision-making level.* Experience has shown us very clearly that this approach to management cannot be initiated at the lower echelons and pumped up; it must be purposely and thoughtfully accepted and implemented at the highest level and then be communicated downward.

3. We have learned that effective marketing is dependent upon (and practically inseparable from) a planned, programmed approach to professional business management. This is necessary because the acceptance of the marketing concept by *all* functions of a business will not be achieved unless the known planning techniques of professional management are employed throughout the business.

It is no coincidence that each of these three points is concerned with decision-making, because this is the area of marketing's greatest contribution during the past ten years. It should be no surprise, then, that the working definition of marketing that has evolved is based on marketing's impact on business decisions:

Marketing is a way of managing a business so that each critical decision of the business is made with foreknowledge of the impact of that decision upon customers.

We have also learned in the past ten years that there is nothing dogmatic in this definition of marketing, nor is it meant to be a rigid, doctrinaire approach to management.

Those who accept and follow this approach are simply stating that there is more to making correct business decisions than taking one's own pulse and basing all decisions on *internal* knowledge alone. There is a second, perhaps even more critical, type of knowledge to consider in the business decision-making process—a continuing *external* knowledge of the customer, and of his reaction to our more important business decisions.

Thought of in this manner, marketing is emerging as a powerful, built-in, self-correcting force for the business which uses it intelligently. It permits the raising of decision-making ability because it builds into all functions of the business a more complete *advance* awareness of the customer than might otherwise exist. And, this is precisely as it should be, because it is the customer who, in the end, determines the correctness of business decisions.

Customer Is Not King

Experience has also shown that this approach cannot be equated to mean that "the customer is the king."

No meaningful handing over to the customer of the basic prerogatives of a business is intended under the true marketing concept. Rather, a *balance* of interests is the aim—a balance between what is best for the customer and what is best for the business. And the way to assure this is to take both forces (the interior, or the business itself, and the exterior, or the customer) into consideration when all critical decisions are being made.

The past decade, then, has taught us that a "customer psychosis" is to be avoided at all costs. Otherwise, imprudent and costly decisions will be made, probably at the expense of the business in favor of the customer.

The logical goal of "the customer is king" approach is the best possible product at the lowest price. But there are few companies that have achieved this and still had a profit to show for their misguided philanthropy. There is a very real difference between a customer-*oriented* business and one



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that is customer-*dominated*. Marketing is the approach of customer orientation.

This simple definition of marketing hardly seems worthy of association with the high-flown title of "a business concept." Perhaps this seeming non sequitur is the reason so many people have felt it necessary in the past ten years to inappropriately complicate this fundamentally simple definition.

It is difficult not to recognize that some confusion about marketing still exists. The evidence is strong that the bulk of American business is only starting to fully understand the concept of true customer-oriented decision-making management.

Marketing Organization Problems

The most obvious of this type of confusion during the past decade concerns the development of new marketing organizations. Numerous businesses have gone to what has been referred to as "a marketing type of organization." However, in many instances there has been confusion as to the *objective* of these organization moves.

Fundamentally, in most of these organizational changes, either of two objectives is involved, one valid and the other not.

In one case, a business has thoughtfully recognized the true role its customer should play in the making of each major business decision (whether the decision involves engineering, manufacturing, finance, or any other basic business function). With this tacit direction-setting role assigned to the customer, the *objective* (the end) is then decided.

The next logical step is one of implementation, usually calling for a studied reappraisal of the organization structure, positions and work plans to make certain that *the over-all elements of organization and professional management fulfill their mission of aiding the business to be what it has decided it wants to be.* (In this case, a customer-oriented business.)

When this occurs, over-all organization planning is employed as one of the very few intelligent and qualitative methods that thoughtful management has at its disposal as a *means* to achieving its business objectives.

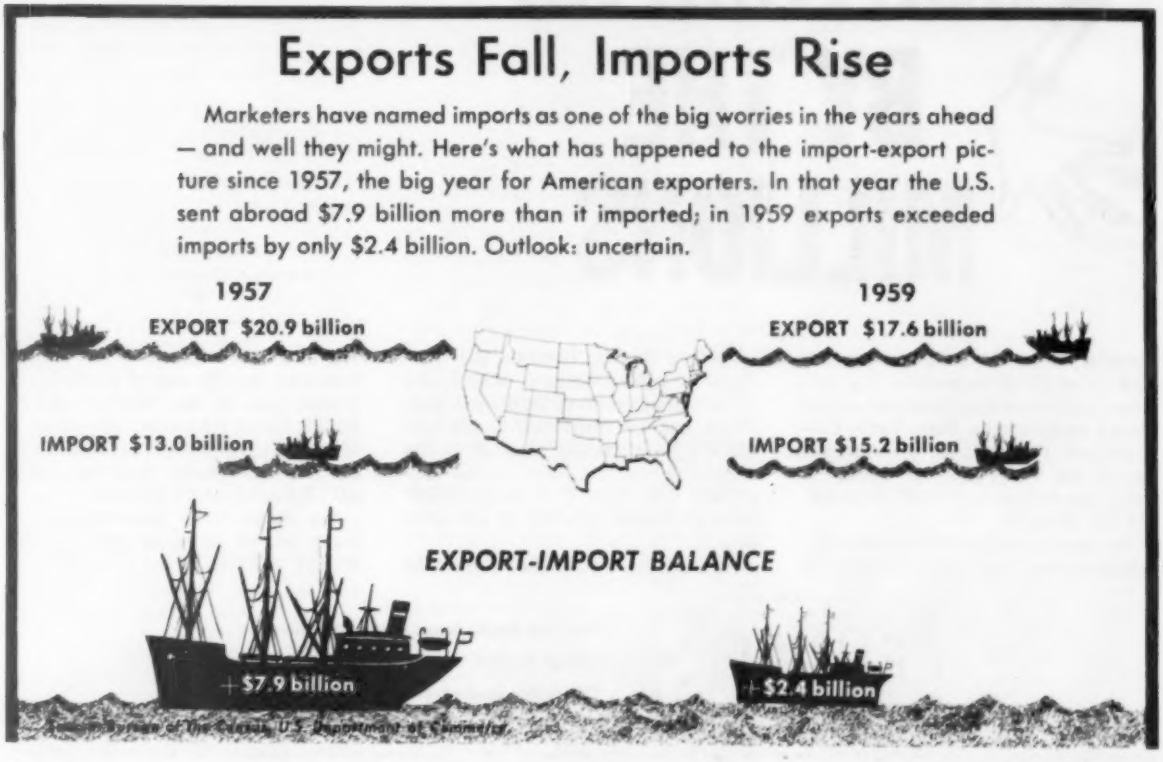
Unfortunately, a second type of organization planning—one in which the objective is *invalid*—has been pursued inadvertently by many businesses during the past decade. Those companies that have gone this route have unknowingly omitted the necessary prerequisite step of first understanding marketing as something more than simply a change in organization structure—a change whereby the sales-related functions (sales, advertising, sales promotion, marketing research, product planning, et al.) are pulled together and placed under one responsible operating manager (usually the general sales manager or marketing vice president).

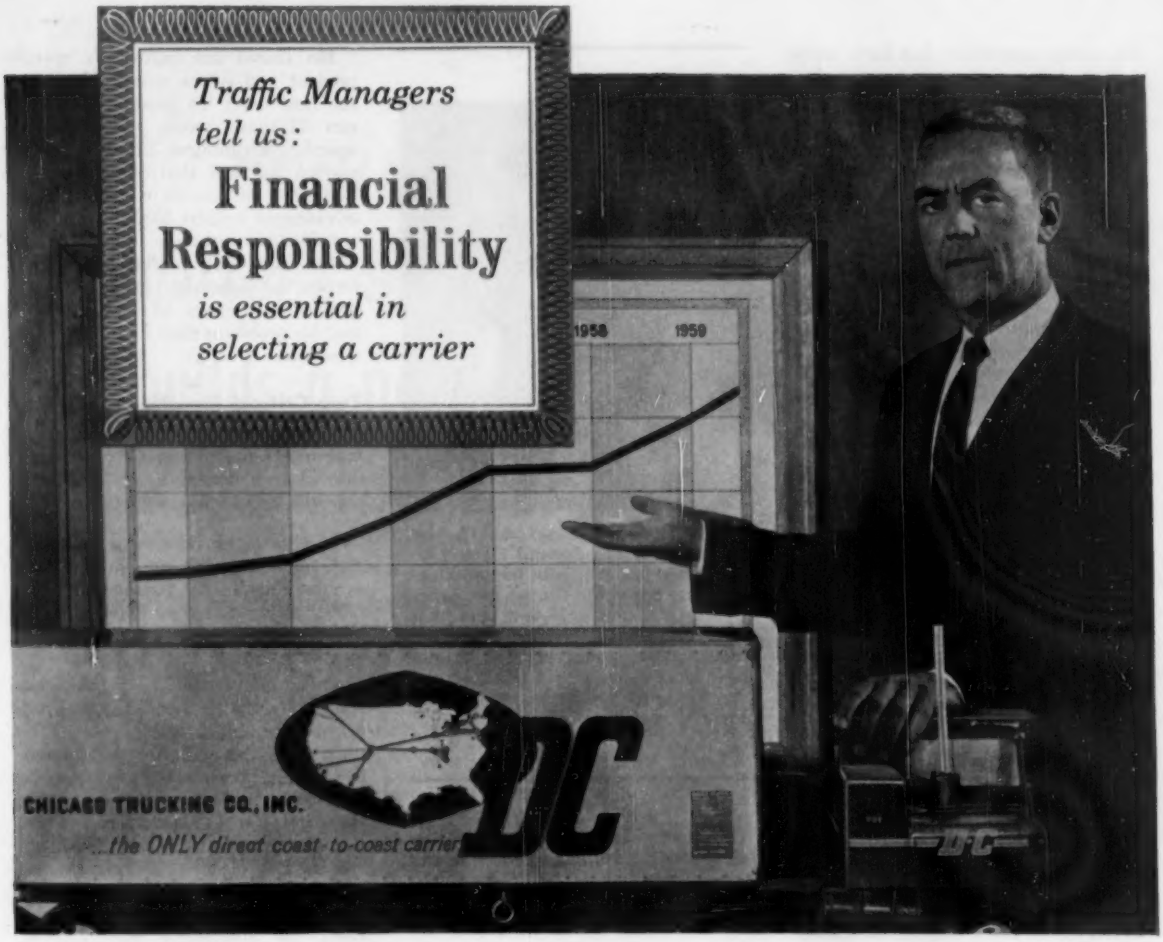
The fallacy in this second approach stems from the fact that when it is adopted, however thoughtfully, organization structure, per se, is being employed as an objective, rather than as a means of achieving the true marketing objective of customer orientation throughout the entire business. And, the records of the decade are overburdened with evidence that this structural approach produces few, if any, real benefits.

Fortunately, a number of businesses are accepting the marketing concept in its true sense, as a method of management which positions the business closer to its customers. It is these businesses which have made real forward steps during the past ten years.

New Marketing Activities

Illustrating a slightly different use of organizational tools as ways to position a business closer to its custom-





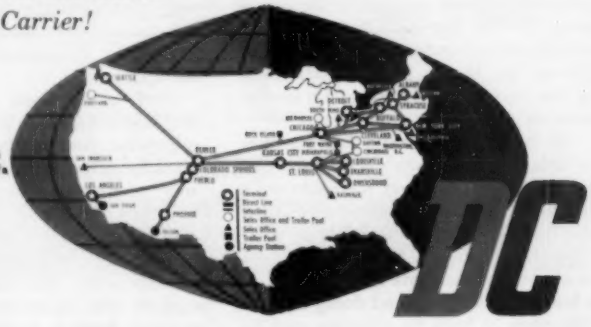
Our steady growth reflects the confidence our customers have in DC

D-C has been serving its customers for almost 30 years . . . for the past 12 as the only coast-to-coast carrier. Our growth, year after year, reflects their confidence in us. It means that you, too, can specify D-C with the complete assurance that *you're dealing with a financially-sound carrier* . . . that your shipment, large or small, will get the care it deserves, backed by our full resources of men, equipment and facilities and the know-how that comes from long years of experience.

For the fastest and finest in truck service nationwide . . . always ship D-C, the Dependable Carrier!



DENVER CHICAGO TRUCKING CO., INC.
the ONLY direct coast-to-coast carrier!



ers, many companies that have really accepted the marketing concept during the past ten years were motivated to do so in part because of a recognition that the customer was becoming more complex, more changeable, and far more discerning in his purchasing acumen.

Recognizing this fact, some businesses have attempted to independently assess how they might use marketing organizational approaches peculiarly gaited to their own needs to position themselves closer to the pulse of their changing customers.

Specifically, they are putting new or increased emphasis via organization on such marketing work as:

1. *Marketing Planning*—the careful evolution of specific short- and long-term objectives, strategies, and supporting marketing action programs.

2. *Market and Marketing Research*—not simply the still necessary (but not end-all) head-counting type of activity, but true fundamental effort utilizing highly skilled researchers (and research management), and salesmen with special research training, to get close enough to the customer to know and to forecast his needs and wants as quickly as the customer recognizes them (or before if possible—for this is the area of real competitive and profit opportunity).

3. *Professional Marketing Personnel Development*—the planned and programmed development of capable marketing people for a type of line and staff marketing organization that is purposefully aware of its increasing responsibility to the over-all success of the business, and professionally skillful in its ability to meet the challenges.

Don't Isolate Salesmen

A second within-the-company sign of marketing maturity over the past decade is the movement away from the presupposition that the salesman alone is responsible for the sale. Some businesses still cling to this historical assumption, but the true customer-minded business recognizes the salesman as the last man in the chain which extends outward from the seller toward the buyer. And, the salesman is also recognized for what he is—the most exposed link in this chain.

He is constantly in the dual position of being his company's representative with the customer and his customer's representative with his company. And, the moment a business starts to consider its salesmen as the strongest and most independent link in this chain, it is hoodwinking itself and doing a great disservice to both its salesman *and* to its customer.



THE AUTHOR—Charles E. St. Thomas, was affiliated with General Electric Co. for thirteen years in both line and staff marketing positions. During this period he worked extensively with the marketing of consumer and industrial products. Two years ago he formed St. Thomas Associates, Inc., New York City, to specialize in marketing consulting.

We have found in the past ten years that, under the marketing concept, the salesman cannot operate effectively without the whole support of every element of his business (not just the marketing functions, but engineering, manufacturing, employee relations, and finance).

Those companies that have adopted the real marketing concept are finding that they *can* support their sales people in this manner because they start their planning process with intimate and precise knowledge of the customer already in mind.

Hence, the whole force of the business (not simply the functional marketing team) is in harness and pulling in a direction which forethought has determined to be right for the business. And, because such decisions have been made in a customer-oriented way, they naturally make the salesman a far more effective (and hence more *confident*) individual when he faces his customer.

Such a salesman must know his customers far better than he might otherwise, because intimate customer knowledge is at the very root of any successful customer-oriented business.

Thus forearmed with knowledge and insight—much of which he will have obtained himself because he cannot rely solely upon headquarters staff support—the salesman will be able to proceed from a position of strength and confidence.

He knows his customer's specific present and future needs. He knows the best ways his product or service can fill these needs. He knows the specific advantages his product or service has over that of his competition, and he knows which of these advantages is most likely to motivate a particular customer.

In short, the marketing concept *forces* the salesman to have a far greater awareness of the customer and his problems than he might otherwise have.

Two Critical Questions

To place the selling advantage that true marketing provides the salesman into clear perspective, we need only consider these two questions:

- *How many businesses today design their products (or develop their services) with what they want to offer rather than what they know the customer needs (or will need) uppermost in mind?*

Unfortunately, too many businesses still pursue the classical route to product (or service) development. The steps along this path are well-known: *Design* the product, then *engineer* it, then *manufacture* it, then give it to *sales*, to sell to *the customer*.

Under this oversimplified classic approach, the customer enters the sequence last. The salesman can only hope that the product he is getting meets his customer's requirements. More often than not, it does not.

Experience with the true marketing concept tells us that we must reverse the classical approach to product development: Determine *the customer's* product requirements, then *design* the product, then *engineer* it, then *manufacture* it, then give it to *sales*, to sell to *the customer* (for whom the product has been designed, engineered and manufactured).

In the past decade there has been clearly foreseeable progress in this area, and we would predict that both the pressure of greatly increasing product development costs and the over-all accelerated costs of business operation will greatly magnify such progress in the upcoming decade.

The next critical question:

- *How many salesmen attempt to rely more upon their native wit and intelligence than on a carefully documented, understandable sales approach rooted in what are known to be believable and motivating customer benefits?*

Again, experience tells us what the answer must be: too many. Unfortunately, too few salesmen start with a

Saginaw's hottest salesman
builds a new home



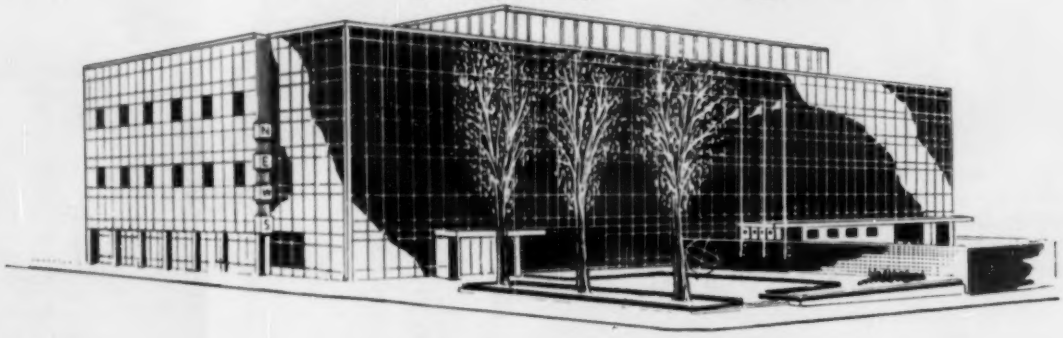
It's a great new home for the Saginaw News! One hundred thousand square feet of floor space; new methods, new equipment, new presses—made possible by this newspaper's outstanding position in this growing, high-employment, high-income Michigan market.

The new building matches the sales power of the Saginaw News in efficiency. News home-delivered circulation reaches over 80% of all households in the $352 million* metropolitan area every day. The effectiveness of its coverage delivers eight surrounding counties, too, with nearly half a million people and almost $700 million* in buying income.

The Saginaw News reaches more people, sells more effectively and at lower cost than any other advertising medium in the area.

To sell SAGINAW, buy the SAGINAW NEWS

*Sales Management Survey





"The daily newspaper is the total selling medium"

THE SAGINAW NEWS

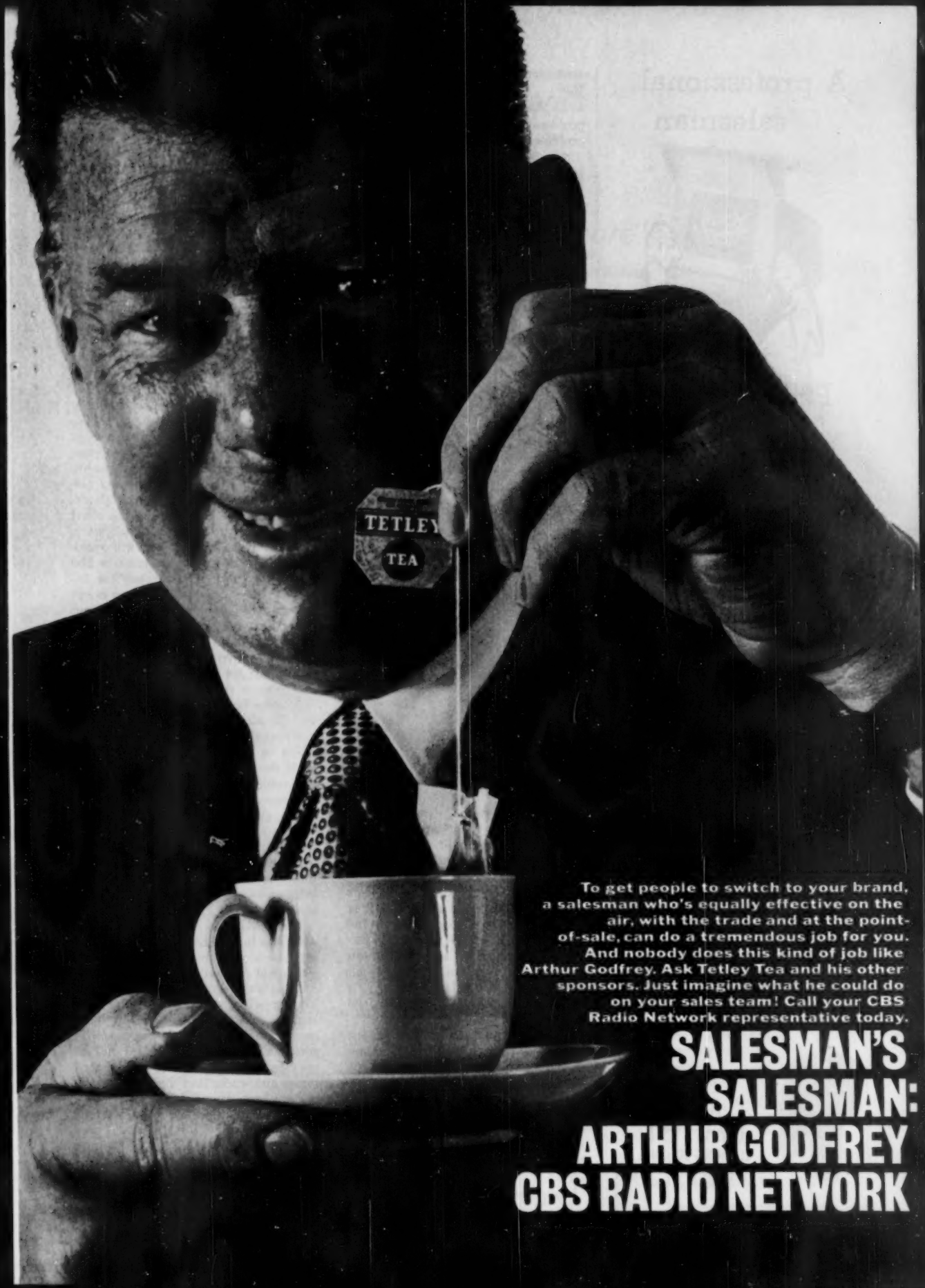
NATIONAL REPRESENTATIVES: A. H. Kuch, 110 E. 42nd Street, New York 17, MUrray Hill 2-4760 • Sheldon B. Newman, 435 N. Michigan Ave., Chicago 11, SUperior 7-4680 • Brice McQuillin, 785 Market St., San Francisco 3, SUtter 1-3401 • William Shurtliff, 1612 Ford Bldg., Detroit 26, WOodward 1-0972.

A Booth Michigan Newspaper

"During the short period he's been on the air for Tetley Tea, consumer reaction to his commercials has helped our sales. We received many letters from people indicating that **they switched to Tetley because it's now Mr. Godfrey's cup of tea.** The trade response has been equally enthusiastic. Dealer cooperation in giving Tetley prime shelf position has a decided effect on sales."

Mr. Edward C. Parker, President, Tetley Tea Co.





To get people to switch to your brand, a salesman who's equally effective on the air, with the trade and at the point-of-sale, can do a tremendous job for you. And nobody does this kind of job like Arthur Godfrey. Ask Tetley Tea and his other sponsors. Just imagine what he could do on your sales team! Call your CBS Radio Network representative today.

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A professional salesman



in a 13 lb. package...

New DuKane "Flip-Top" projector makes every neophyte salesman a pro... Doubles effectiveness of experienced sales staff. Delivers the message the way you want it, *complete* with sight and sound. Just open the lid, plug in, insert record—the "Flip-Top" starts selling instantly. See a free demonstration at your desk. *Write:*

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Our name in the luxury men's clothing field has been at the top of the list for 3 generations. Increasing calls to provide pure cashmere sports coats as sales incentive awards, have brought about this new department. Carey coats are now used "annually" by many "blue chip" companies. No matter how large or how small we can fit into your operation. Write us today for details.



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customer-oriented analysis such as this:

1. What are my customer's real problems? . . . His general, over-all problems? . . . His specific problems?

2. What are all the ways my company and my company's products (services) can help this customer overcome his specific problems?

3. What is the one *best* way my company and my company's products can help overcome the specific problem?

4. Who are the people (customers) most interested in overcoming the problem, and most influential in specifying my company's product?

5. What are the specialized interests of these customer influences?

6. How do I best appeal to (and motivate) each of these influences in order to have my company's product purchased?

7. What is my personal selling plan for each major potential account? (Based on the previous six points.)

This type of selling cannot be done in a vacuum. It obviously requires the type of *total* company support the marketing concept provides. And, it is another mark of marketing progress to say without question that this type of selling is certainly being practiced more today than it was ten years ago.

Management's Responsibility

It is entirely possible that, at some future review of progress, marketing might be credited with having made a greater over-all economic impact than we now imagine upon the profits of this and subsequent decades.

If it is not knowledgeable business management which recognizes the critical importance of the customer to the long-term profit aspects of business, whom else might we expect to bring this type of tangible benefit to our economy?

Certainly, organized labor appears to negate (and take over) this role of orientation. The acceptance of the minimum daily output, the minimization of work quality, and the wanton use of slowdowns and stoppages all tend to orient a business inappropriately to its unions rather than to its customers.

One might well have wondered, for example, in past years, whom the steel companies consider most important when making their critical business decisions—their customers or the United Steelworkers of America. Similarly, who shows the most signs of being the dominant decision-making factor in Detroit, Mr. Customer or Mr. Reuther?

Going just one short step further, the ultimate in customer-orientation occurs when every man in the shop makes his individual work-decisions based upon what is best for his company's customers (and, hence, best for *him*, too). Few businesses could claim that this attitude exists to any strong degree today. Worse, but few could say that the trend is anything but *away* from such an attitude.

And, unfortunately, organized labor seems little interested in this aspect of management's problems. Think of the latent strength we would have if management and labor could work together, try to serve the customer.

Fortunately, marketing is a function that has no business mores and legacies to restrict its activities. It can still create its own methods, techniques and approaches.

It has now progressed from the incubator stage of developing the concept, into the second phase of coming to grips with the most appropriate methods to implement the concept. Some of the problems mentioned earlier, such as those dealing with organization, are symptoms of the effort now under way in this second phase.

I am hopeful that we will make sound use of the opportunities the new decade offers to extend the intelligent use of the marketing concept substantially further. Almost without exception, the 1960-70 period looks to be one of sustained high levels of business activity, and we can expect reasonable returns on our business investment in this period.

It is to be hoped, though, that we will be alert enough to capitalize on the opportunities that a growth period offers to better position ourselves to meet the more difficult days that less profitable periods could bring.

Normally, when markets are thriving more or less because of factors we cannot directly influence (population, births, etc.), we lean toward complacency and forego the opportunity to develop fundamental knowledge about management techniques and methods.

The challenge, then, is to apply what has been learned thus far in the first decade of real marketing in an intelligent manner, and then to extend our marketing knowledge still further. The payoff of such effort cannot help but be substantial, because all businesses are rapidly moving beyond the period when they can afford *not* to operate with the intimate type of customer awareness that the real marketing concept provides.

One final question: Which company does logic tell us we would prefer to work for and invest in—one which accepts and intelligently implements the real marketing concept or one which does not? ◆

"We transport your shipments from door to door at no extra charge... not a single cent more"*

–says the Railway Express Eager Beaver



Door-to-door delivery within published limits* by Railway Express doesn't cost you anything extra. And you can ship to any of some 23,000 communities in the U.S. What's more, now you can save up to 60% on certain commodities at our new low rates. Shipping? Receiving? Today's a good time to call your local Railway Expressman—and get full information about Eager-Beaver Service!

LET THE EAGER BEAVER DO IT!

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The 'Expanded' Sales Manager And Long-Range Planning



As his position in the company grows, the sales manager is facing new challenges in corporate management. Long-range planning, especially, now becomes a vital part of his bailiwick.

By EUGENE J. BENGE*

In the decade just past the sales manager has had the very pleasant experience of seeing his position in his company grow more powerful by the day. As heads of corporations realized that the business wars of the future would be fought on the marketing battleground, they turned in ever increasing numbers to their sales executives for leadership. Often, the sales chief displaced the manufacturing v-p or corporate financial head as crown prince of the company.

And this trend, although now old, shows every sign of continuing strong in the decade ahead. More than ever, sales executives will be shoved up the ladder of corporate power.

But assuming this expanding position has been no bed of roses for the "growing" sales executive. His highly developed sales skills are, although still useful, not nearly enough to see him through. Administrative ability must be greatly sharpened, and a very high degree of conceptual skill must be developed almost overnight.

Fortunately, the sales executive is not without help in expanding himself to fit his new role. Chances are he does have something of a staff of technical people on whom he can lean. But he must go it alone in many of marketing's biggest problem areas.

It is ironic that perhaps the most acute such problem area should be the constant evaluation and development of the product line. As a salesman and as sales manager, how often has he wished he could do more to "set right" the company's product line? Frustrated by inability to give a customer the product he needed, the salesman was itching to get his fingers into the product development pie. Now, the whole pie is his—and it's no picnic.

The "expanded" sales manager knows he must develop a progressive new product philosophy. After all, the very same force that was responsible for his own rise in stature—the company's customer-oriented philosophy—dictates a vastly increased product awareness.

But recognizing the urgent need for a modern customer-oriented product philosophy is not so difficult. The rapid rate of obsolescence of staple industry products is a hard-to-miss clue. And not only are companies within industries obsoleting each other's products, but entire industries are competing with other entire industries for the same markets.

The hard part, then, comes not in recognizing what must be done, but in doing it. Of course, the sales manager is able to lean on such pillars as the marketing research department for aid in making product decisions. But the fact remains that the over-all concept or philosophy must be developed by the sales manager.

For example, he must decide how to approach the new product development problem. If proved prospect needs are turned over to R & D as challenges to technical ingenuity, results are likely to be gratifying. But adopting this approach means that the sales manager must have a means of determining exactly what constitutes a *proved* prospect need. He must be sure, for one thing, that he is not tied up with the pipe dreams of salesmen who are overanxious to improve short-term sales.

And he must upset the applecart by abolishing the "orthodox" method of research whereby scientific personnel labor long and hard (and expensively) to turn up new developments which may or may not be commercially feasible. Yet, while the sales manager is setting the stage for directed, rather than spontaneous, research, he must be sure not to stifle initiative that is needed for product improvement research.

Once the expanded sales manager has tugged R & D onto a customer-oriented path, he still has a long way to go.

First, he must create facilities for selecting the products he wants to have developed. He will no doubt find that he is approached with ideas for many times as many new products as his company would be able to—or want to—develop. It is up to him to find a proper screening procedure, and see that it is used.

Creating this screening procedure can be exceedingly difficult for the sales manager who is trying to grow with his job. Each new product suggestion must be rated against such things as potential annual volume and profit, the selling problems it would create, the probable price in relation to the market, its probable competition, added capital investment needed, estimated development cost and time, and additional production know-how required.

In order to do this successfully, the sales manager must have a way of accurately determining such things as customer demand and the competitive situation at the *end* of development time—a tall order for any

* Mr. Benge, a management consultant and frequent contributor to SM, is author of "Manpower in Marketing."



New product testing–without pressure!

Put on a new product test in any major market, and in twenty-four hours your competitors know all about it. They put on extra pressure to protect their own products—and play hob with your test.

Stage your new product tests on Main Street, in a group of small towns. You get a normal reception, reaction, and sale rate.

Now SUCCESSFUL FARMING opens for you Main Street outlets, in specific Central state markets—through its State and Regional editions. Select class audiences of any size you want, any place you want, to take advantage of local conditions or special situations.

The localized editions permit dealer and agent listings, divert business directly to them. Prices can be used. Special promotions can be carried out during the test periods. And the advertising costs are peanuts!

SUCCESSFUL FARMING has added new flexibility to a class magazine. The special editions are also helpful in testing sales programs and copy; introducing or supporting products market by market. The State and Regional editions have the same editorial content, fine reproduction, and long life that SUCCESSFUL FARMING has always had.

SUCCESSFUL FARMING families represent one of the world's best class markets. Their farms are big—average 336 acres, fifty percent larger than in 1945. They are the country's major producers of hogs, cattle, milk and poultry. For the past decade, their average farm cash income has been around 70% above the national farm average!

And because for fifty-eight years SUCCESSFUL FARMING has helped the country's best farmers save work, save waste, save time, save money, produce more and make more money—and has helped farm families live better—this magazine has earned a degree of respect and confidence that gets extra attention and response for advertising in its pages.

IN the first six months of this year, SF State & Regional editions have carried 187 advertisements from 77 advertisers —show strong symptoms of a success story. The ground floor is still open. Ask the nearest SUCCESSFUL FARMING office to show you the advantages of the ultra-flexible, highly localized, market-fitted, and low cost State and Regional editions.

Successful Farming

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Battle Creek

metro, county area POPULATION now over

138,000

up 14%

1950 . . . 120,813

1960 . . . 138,015

TOTAL INCREASE 17,202

POPULATION FIGURES FROM 1950 CENSUS AND 1960 CENSUS PRELIMINARY REPORT.

Sell the Battle Creek Metropolitan Area with the Enquirer and News, the only newspaper with complete circulation and news coverage of this growing area. The Enquirer and News offers advertisers attractive discounts on volume and color-frequency.

SELL battle creek WITH THE ENQUIRER AND NEWS

REPRESENTED NATIONALLY BY SAWYER–FERGUSON–WALKER Co

marketing executive, not to mention one relatively new to the job.

Just to complicate matters, he must also be thoroughly familiar with his own marketing operation to be able to assign true weights to each of the factors named above. Obviously, a new product's profit potential is more important than, say, the time required for development—but by what ratio? Then, too, as time factors, the competitive situation, and so on, change with different products (with one product, there may be a competitive necessity; with another, a race to hit the market first), the relative weights must change also.

These are but a few of the problems the expanded sales executive must learn to lick before he can claim a successful product development program. On the other side of the fence—expansion by acquisition—he runs into a similar set of difficulties.

Acquiring a new product or line of products, plus the manufacturing or marketing know-how necessary for the addition of these, or internally-developed new products, to the line, is just one of many possible reasons for expansion by acquisition. Again, before such action is taken, it becomes necessary to evaluate all potential products to be acquired against a set of stiff criteria.

There are a great number of other possible reasons for acquisitions or mergers, all of which have a direct effect on marketing, and all of which must also be carefully evaluated.

But a look at some of the possible reasons for expansion by acquisition or merger make it perfectly obvious why the sales manager must play the expanded role of marketer. The very importance of such reasons makes this more than just desirable. For example, expansion may be needed to control sources or prices of raw materials, and hence the price of the finished product; to effect distribution economies; to open up new markets; to increase volume to derive price or distribution advantages; to expand or improve sales facilities and manpower.

Again, it is absolutely necessary that, as was the case with internally developed new products, such expansion be viewed in the long range. And it is mandatory that the newly marketing-oriented sales manager rise to the occasion.

In fact, this necessary expansion, whether it come about through new products or acquisition, must be done as a part of a long-range corporate plan. With the expansion of the marketer's job, the long-range plan becomes his problem.

Fortunately, this is an area in which the sales manager can expect a good deal of help from his staff experts. In fact, to expect to be able to create a plan in the manner that one would forge links in a chain is to expect the unlikely. Rather, it is much more probable that the long-range plan will be put together like the pieces in a jig-saw puzzle. Many individuals or committees work on the different pieces of the plan; the marketing chief sees that they fit together.

This, of course, leaves him with the task of scheduling assignments. As with a jig-saw puzzle, important pieces cannot be placed before dependent parts have been mastered. So proper scheduling of what's to be done, by whom and by when, is indispensable.

Even after the plan is complete, the expanded sales manager can't rest. Because the corporate planning load is on his shoulders, he must see to it that the other departments of the company are informed of anticipated unit and dollar volumes so they can estimate the demands that will be made on them, and prepare their own long-range plans accordingly. ◆

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Projections of

Population, Income

and Sales Data

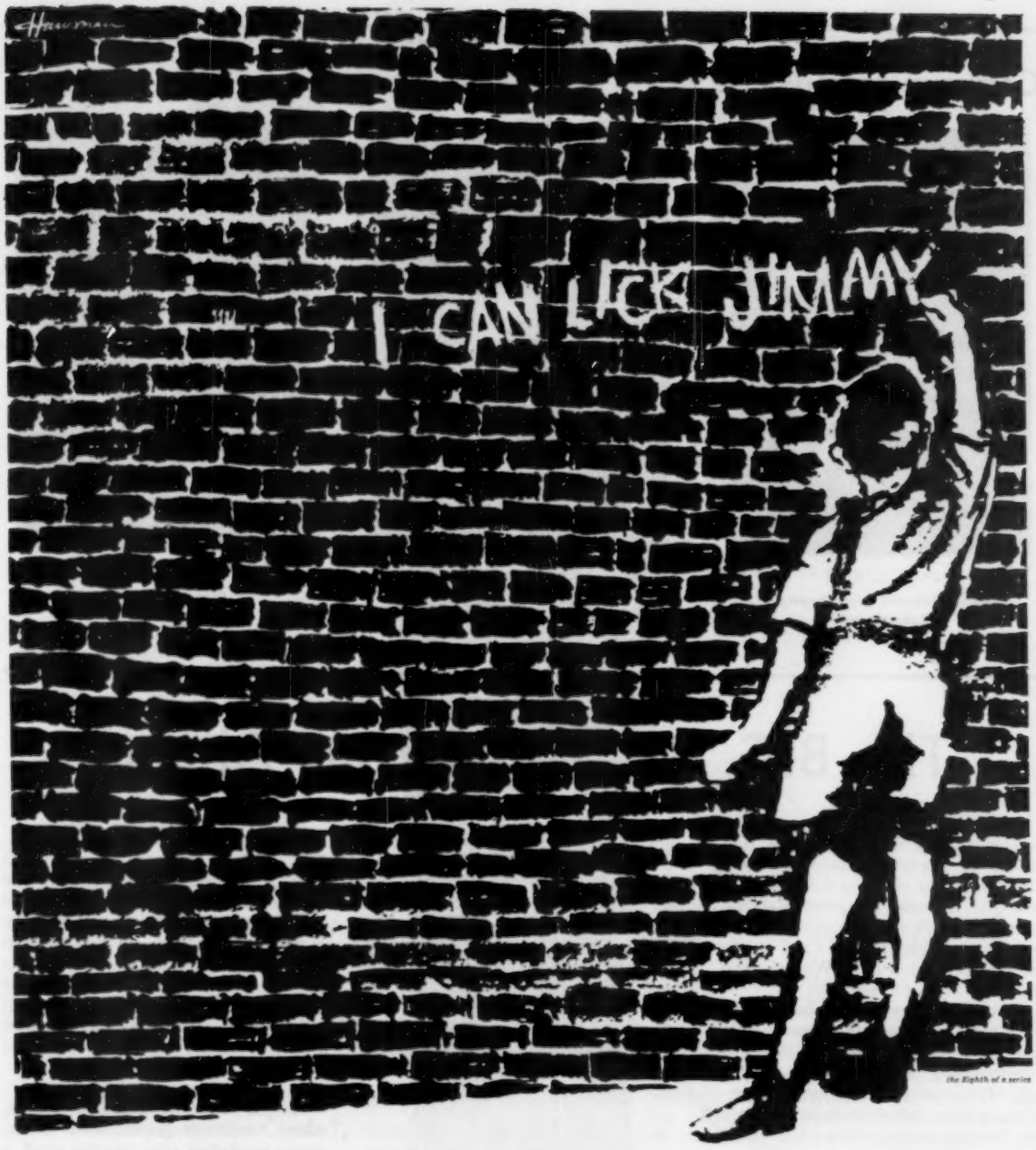
to January, 1962

for 300

Metropolitan Areas

Grouped by States

and Census Regions



That's telling 'em...

New Yorkers are never at a loss for words. They read nearly 8,000,000 newspapers a day (40 dailies, 57 foreign language)...and over 300,000 magazines. They can listen to 30 radio stations on their 11,000,000 sets; watch seven channels on 4,800,000 TV sets. In the five boroughs alone, New Yorkers borrow close to 30,000,000 books a year from public libraries and pay a mountain of pennies for overdues... have 4,415,000 telephones—just about as many as all of South America and Africa combined. There's more! New York advertising agencies create almost 40% of the nation's advertising . . . 2 billion dollars worth. Talk about words . . . New York is the world's word HQ. Naturally, some people have a bigger say in the word world than others. And the best way to communicate with them is direct...through the Herald Tribune, "the market without waste." Every day the Trib talks to the richest concentration of families with $7,000-and-up incomes—the ones who can afford to listen and whom you can most easily sell at a profit. That's why the Trib carries the fourth largest volume of general advertising of all U. S. newspapers. You're missing plenty if you don't tell your story in the communicative New York

Herald Tribune

Bruce, Mosher & Swift: Chicago ST 2-1687, Detroit TE 2-1025, Philadelphia LO 3-1687 • Eagle & Sterling: Los Angeles DU 8-3271, San Francisco GA 1-7025 • McArthur, Norman & Bixby, Inc.: Miami Beach JE 2-1711 • Allin Associates: Toronto EM 4-2300, Montreal VI 2-6091

Communications . . .



JACK C. KENT
former General Sales Manager
Renault, Inc.



JOHN CURRIER
General Sales Manager
Maiden Form Brassiere Co.



WILLIAM H. NOLAN
Director of Sales
Moto-Mower, Inc.

The BIG, BIG Headaches Ahead

(Continued from page 21)

tion to the medical profession, presented in a customer-oriented manner, and as he observes from year to year the increase in quota and the demands which we in marketing must continue to make, we are hard put to answer his question: 'Where's the real motivation for me?'

"Perhaps the pendulum has swung a bit too far toward the conservative and controllable salary method of compensating salesmen. We at Pitman-Moore are in the process of considering a modification to bring more into focus a compensation plan which does provide sufficient motivation to keep the fire of enthusiasm stoked to the maximum."

"In the years ahead, buyers will demand a higher class of sales attention," says **Robert W. Lear, director of marketing services of American-Standard.** "This will place a responsibility on top sales management to recruit and train a different type of salesman. Tomorrow's salesman will be more specialized; he will have a higher degree of sophistication. He will, in effect, be a consultant to his customers. There will be different incentives used to motivate this salesman. He will be better armed with sales aids—films, charts, slides. Before this can be accomplished, the science of cataloguing must make big advances. Tomorrow's salesman will be measured less on quotas and more on performance, with all aspects of good salesman performance clearly outlined and weighted. Much more attention will be paid to the long-sell, and management must come up with incentives and measurements that will inspire a salesman to serve as well as sell."

In consumer, over-the-counter products, **Edmund Buryan, v-p, marketing, of Sheaffer Pen,** sees a definite trend toward salary rather than commission as the main form of salesman compensation—that is, for field level salesmen.

"This is especially true," says Buryan, "with selling a quality product such as a top-grade pen sold in service retail stores, but it is also true with popular price products. I don't know how many marketing executives agree with me on this, as yet, but I'm sure it must be a growing trend."

Buryan's reasons for using salary over commission are these: with a product, or line of products, such as pens, it is not possible to depend on the order-writing-motivated salesman. This kind of business needs repeat sales. It requires a balanced inventory for the retailer, an inventory that must be constantly adjusted for color, types of pens, price range, etc. But then, to motivate the salesman to do the things that must be done for a company that wants steady, continuous growth, rather than sudden peaks and valleys, a system of bonuses over the basic salary is used.

Harold S. Bechert, vice president, sales, North American Van Lines, thinks marketers who pay too good a salary to their salesmen are making a big mistake. His theory: Pay as small a salary as possible to the man who has a taste for luxury; then watch him make it up in commissions!

"We (sales management) must hire the hungry salesmen. Salesmen who can not live well on what we guarantee them. If we hire a man with a wife and three children for $6,500, he'll have to make it on commission. And he will be all fired up about getting out and selling. But a single man might live comfortably on that salary.

"We have made our beds, now we find that we must lie in them. We (sales management in general) have

Homemakers are all WRAPPED UP in



Who could possibly be interested in reading Family Circle?

NOBODY...

except homemakers! Homemakers read Family Circle with the same avid interest your banker reads "The Wall Street Journal." It's the one magazine devoted exclusively to *their* business . . . *their* full-time job of home and family management. Family Circle is today's No. 1 "service" magazine: A minimum of three-quarters of its editorial content deals with homemaking subjects—more than any other women's magazine. Your advertising in Family Circle reaches homemakers not when they're "getting away from it all" but when they're *thinking about* homemaking . . . when they're receptive to your advertising: The Dichter Study* reports that more than 80% of readers interviewed mentioned *spontaneously* their reliance on ads in Family Circle for new product and product improvement information.

If homemakers are your best market, your basic medium is

FAMILY CIRCLE – "FOR HOMEMAKERS ONLY"

**"A Profile of Family Circle Readers and Their Image of the Magazine", Institute for Motivational Research*

been guilty of allowing our salesmen to be spoiled by the lush selling years. Even some of the best prewar salesmen found they could maintain their standard of living with half the effort during the last decade and a half. And new salesmen who came along during that period found that they could live very comfortably on what they were paid for their partial selling effort.

"I think sales management is realizing this. The obvious remedy is to reduce income guaranteed to the salesmen (although not their potential income). We are returning to more normal selling times, and I think this is the very remedy that will be employed."

But **Joseph P. D'Arezzo, v-p, director of planning, of AMF** calls on sales managers to cut the pretty speeches to their men and give them constructive help when they run into problems. To him this is the finest motivation; the good salesman, he believes, will compensate himself with commissions if he's provided solid sales help.

"The 'puff-up' speeches and inspirational messages that some sales managers give their men are no longer enough. Instead of pep talks, what most salesmen really need is a realistic evaluation of their selling problems. If a man is batting his head against a stone wall, no amount of 'puffing him up' will help him to break through. But a little assistance from his sales manager might. And he'll have to be motivated not just to make more calls, but to do a more creative selling job. Here, too, quality rather than quantity will be the big selling factor."

Developing Middle Management

William N. Brown, v-p and general manager of Remington-Rand's Portable Typewriter Division is so concerned about the problem of developing middle management for the competitive '60's that he's launched contests to locate young salesmen who can be groomed for bigger things.

He looks for "a sizable growth factor in the next five years" in his new division. This will require an increase in the number of **middle management** people. "People of this sort do not grow on trees. If we, as a division, are to grow — without bottlenecks — we must find, develop and train such people." To find them he has already hired ten bright young men, fresh out of college, placed them with various district managers for a thorough exposure to all elements of field sales, marketing and administration.

"We hired each of these men with one point in mind: Will he be ready to step into my job in 15 years?" He expects to have potential top marketing men, developed from the group. And he plans to operate in the same cherchez l'homme fashion where engineering, manufacturing and finances are concerned.

"There is a distinct scarcity of qualified sales executives in our 45-to-50 age group," declares **John Panks, managing director of Rootes.** "This is the group that we must rely on to run our business, to manage our marketing activities in our divisional and regional offices.

"We have no shortage in middle sales management. We have, and can get, qualified sales executives in the 35-to-40 age bracket. The challenge is to develop them fast enough to take over top field sales management positions."

To fill their top marketing positions in the U.S., many import car companies have hired away sales executives from the American manufacturers. "But it's quite difficult," Panks explains. "The Americans won't let a good man go without putting up a fight. We can dangle the mackerel in front of him, but they'll meet and beat our price if they want him. They also offer great rewards in fringe benefits and year-end bonuses. . . . If we do get the man, it may be that he was expendable."

L. S. Sauers of American Home Foods sees a different reason for developing middle management.

"Development of high-quality manpower at all levels will be the biggest challenge in marketing, for us and for our competition, during the next five years. Particularly in the grocery field, high quality manpower is a 'must' to meet the increasing intelligence and savvy of grocers and buyers. There is a constant upgrading in knowledge by these people, in all brackets. There must also be upgrading among sales people and middle management.

"Most corporations today do not have a good management training program," says **Leslie C. Overlock of Smith-Corona Marchant.** "If they have any good men in middle management, it's because they have been lucky. A few do have such programs, but many are getting to a tighter and tighter squeeze because of it. The main reason for this lack of planning has not necessarily been ignorance, but it has been because in the last five or ten years top management has had its eye on volume and profit too much of the time. Its attention has been diverted away from less spectacular, but vitally important, areas of management such as manpower development.

"Top management is now realizing this lack of sound middle management material. They find that they must continually look to the outside for new managers. They find that vacancies are of too long a duration, and that they must exist for long periods of time without men in key middle management positions. And this time is extended even more because of the need for extensive training before the man begins to perform well in the job.

"The answer must come from the formal middle management training program. And it must be more than just a program in name. It should be handled by professional training people who are either hired by the company or engaged on a free-lance basis. The program should consist of on-the-job training in management affairs as well as formal school-type education. And the course should be a demand one . . . one that carries over normal work hours and involves plenty of intensive after-work training."

"A progressive management training program should always teach a man first how to sell and then how to manage. While it is still true that a man should know how to sell before he learns anything else, there is going to be a greater emphasis upon management techniques." This is the opinion of **Alfred C. Viebranz, of Sylvania.**

"For example, our office sent a check sheet listing 30 topics to our sales managers. We asked them to check those areas in which they felt they could use improvement. Over 90% checked the following: recruitment of productive salesmen, performance appraisal and sales counseling procedures, increasing the effectiveness of the salesman's time, and salesman motivation—morale and human relations.

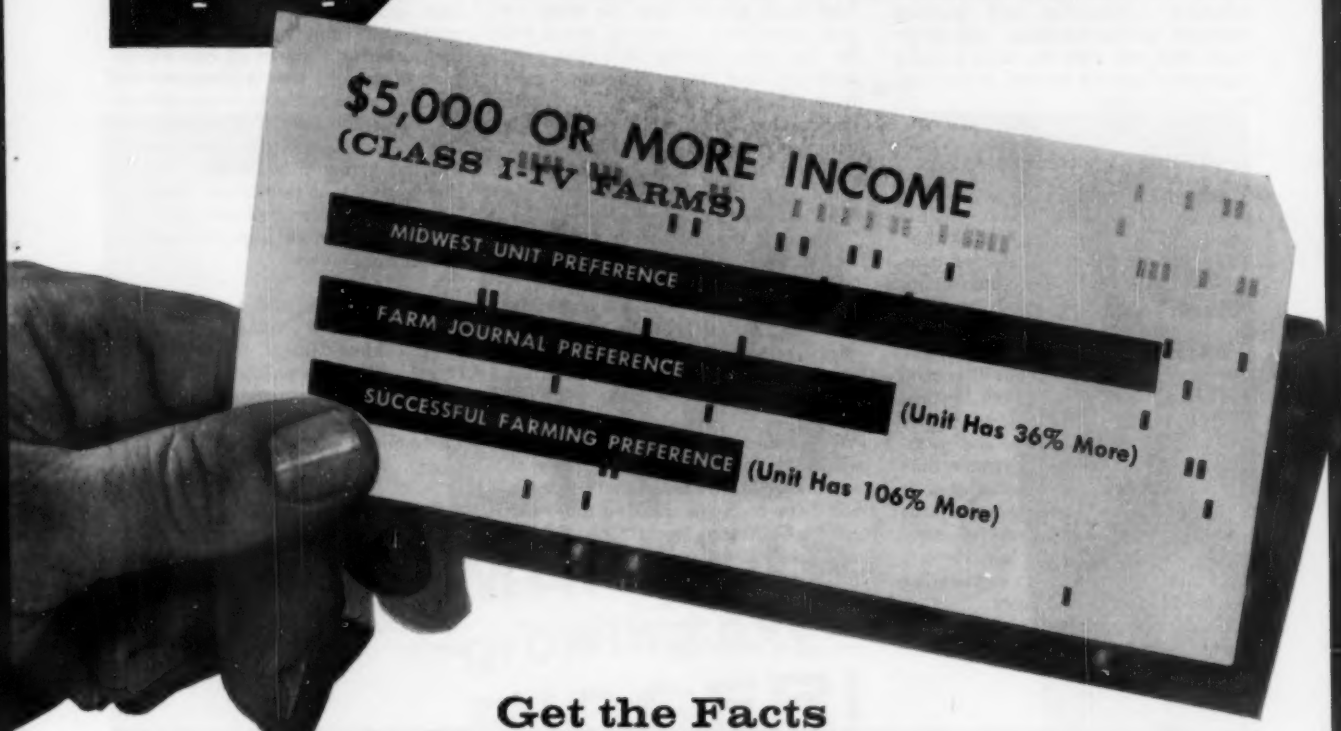
"As a result of this survey Sylvania is starting a company-wide school in 1961 with its own curriculum, with its own sales management people and outside consultants as teachers.

"I think that this represents a problem facing American industry in general. We're going to rely more heavily upon middle management in the future, and these people need training in the previously mentioned areas. The situation is not unlike the distribution situation."

The competition will get you if you don't develop middle management is **Herman W. Leitzow's** theme. At **Schering Corp.** (where he's **v-p of marketing**) he points with pride to the orientation plan that is helping his company lick the problem.

NEW McCANN-ERICKSON STUDY PROVES:

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"There is no room for 'plenty of error' in 1960 sales management or in the sales management of years to come. Competition just won't let us get away with it. That's why we believe in orienting a man with formal training classes in such all-important subjects as leadership, recruiting and selecting, counseling and training methods, public speaking, and problems they are sure to face in sales supervision almost as soon as they get back to the field."

Improving Communications

Sales managers are going to have to work more closely with the engineering department, thinks **American Photocopy's national sales manager, Arnold Perry.** Communications between the two, he believes must be strengthened.

"During the next decade, the basic problem for a sales force will remain the same as always—selling against competition. However, an even greater problem which has arisen, and probably will grow more important during the 1960's, is an internal one. It is the problem of communications. It is the growing importance of communications between the sales department and the research, engineering and production departments.

"In my opinion, the rapidly advancing technology and growing introduction of new models in order to meet and beat competition will necessitate a liaison between sales and engineering to a degree heretofore unknown in most companies.

"The sales department in the past has had to know when new products were ready for production and therefore ready to sell. Now, we must not only know what is coming, but it will be the responsibility of every good salesman—and every effective sales manager—to consult regularly with engineering in order to assist in the actual planning of new products.

"With the sales picture changing so rapidly from month to month, the sales manager's duty will be to gather information on customer needs so that he can intelligently work more closely with the engineering department in the design of both new and improved products. For only those companies which remain completely up to date in what they offer will maintain healthy growth during the next ten years.

"This means, simply, that salesmen will have to begin thinking more in engineers' terms while the engineers will have to begin thinking more like salesmen. In this way, technological advances can be combined with market appeal, cutting risk of failure and thereby reducing cost.

"The day of the we-built-it, now-you-sell-it attitude is over."

American-Standard's Lear links middle management directly to the success or failure of a company and sees communications as the weakest link in the chain.

"We find in our company today," says he, "that marketing goes as the product manager and the district manager go. By this I mean that the energy and ability of these two key men determine above all else the degree of success that a company will have with its product. A considerable amount of authority must be delegated to these men if the plan is to succeed. The marketing director who fails to give adequate authority and responsibility to his prime planner and his prime doer cannot hope to have an efficient operation."

"Most internal and external problems," says **Bill Nolan, director of sales of Moto-Mower,** "can be directly traced to inadequate communications." He sees the need, and a crying one, for finding better methods of communicating in all aspects of industry.

Says **Maiden Form's v-p, marketing, John Currier:** "Communications strike at the heart of maximizing what you already have; of doing a more effective job of selling."

He hesitates to use the term "improving communications." He feels

Customer Loyalty . . .



JOHN GILBERT MARTIN
President
Heublein, Inc.



MILT RUDO
Marketing V-P
Bowling Div., Brunswick



EDWARD M. BECKER
Sales Manager
Refrigerator Appliance Div., Fedders Corp.

Why you need The American Weekly in 1961...



Of the $22 billion growth predicted for the 300 Metropolitan Markets... almost half will be in just 26 "A" markets!*

The $10 billion 3-year gain by this handful of markets will almost equal the combined growth of the remaining 274 Metropolitan Markets.

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*Metropolitan areas with central cities of 500,000 or more population.

that "this is a tired term. To get wider acceptance, we need a better word or phrase. But, in essence, the problem is how to get your story across to your listener as you intend it to be understood.

"The problem is to get the word across at all levels of selling—to field sales managers and to their salesmen; to customers and customer salesmen; to the consumers who are exposed to your advertising and buy your products.

"Communications overrides many problems and functions in management and marketing. It is vital in training and motivating salesmen, in selling and dealing with customers and prospects, in advertising and promotion.

"Communications is a means of selling better. It is present in almost every action of the marketing executive. By improving his communications techniques and those of his sales managers and salesmen—and advertising as well—he can do a more effective job of selling.

"If you can't say something and be confident that you are understood, then almost everything you do loses its effect. This isn't just a marketing problem, it's a universal challenge. Maybe if our Government did a better job of communicating to the peoples of other countries, we might have fewer international problems.

"Don't assume understanding either. Let your subordinate tell you how he is going to do it. Let him tell you exactly what he is going to deliver.

"Rely heavily on this type of a 'playback.' Be sure that you hear exactly what is in his mind. This is the only way for you to know whether or not you have communicated accurately and completely."

Renault's general sales manager, Jack C. Kent, takes an offbeat tack on the subject: "Communications is rising in importance now and will increase in future because of the rapid growth in specialized communications to the public. Newspapers, wire services and radio-TV employ specialists in many business areas to keep every facet of business available to the businessman. What is more, they inform the consumer to an extent that often puts the buyer in a more knowledgeable position than the salesman.

"In a situation where the customer knows more about the salesman's product or what the competition offers, than the salesman trying to make the sale, an embarrassing loss of prestige occurs—if not the complete sale. What's to be done?

"A stepped-up program of information flow to the field sales staff is required. This information must cover all technical and product design changes of your own products as well as the competition's. Then periodic follow-ups must be made to determine how well this information is being received and digested."

Developing Marketing Strategy

Tomorrow's sales manager will have to come to grips with the built-in problems inherent in such areas as new products—how to get to the market with them in as efficient a manner as possible, how to see them through the pitfalls of introduction, how to train distributors to market them. . . . whether to introduce them at all. During this decade he will have need for more scientific methods of forecasting sales at a time when the economy —with threats of war and other uncertainties—will be fluctuating. And he'll face that old bugaboo, pricing, on different fronts and in different guises.

Forecasting Sales

Thomas J. Lipton's M. A. Reilly, v-p, marketing, feels that forecasting sales will be the most important facet in marketing planning and management programming for years to come.

"It will be an important facet because it is the base from which practically all other plans are made. For instance, marketing plans are geared to the sales forecast as are production and facilities, financial budgets, purchasing plans, and when the forecast is broken down geographically, distribution becomes vitally interested.

"Since forecasting sales will play such an important role in future marketing, it will have to be as accurate as possible. Market research can and will render invaluable assistance in supplying data on uncontrollable factors relative to the current economy and future assumptions, both nationally and geographically.

"In taking advantage of every possible tool available in forecasting sales, estimates from the field organization will be important. Such estimates in the future will have to be grass roots estimates stemming from all key people in a given market area.

"For field forecasts to be meaningful, the organization must realize the importance of their estimates and they should be given some help and training in their activity since 'seat of the pants' estimates will not do. Good field estimating or pre-casting of sales is not developed over night. The field will be concerned with established lines or products and normal operations. New introductions, special advertising and promotional activities will be applied at headquarters in establishing final figures."

Getting realistic projections from dealers and distributors will be the sales executive's number one problem in the '60's, says **Saul Knaznick, v-p, Organ Corporation of America.**

"Until all levels of the marketing pattern, from retailer through manufacturing, accept responsibility for accurately forecasting sales potentials, inventory shortages or excesses will increasingly cloud the profit picture.

"Unless everyone in the sales chain learns to anticipate orders realistically, American business will continue to be crippled by vital shortages or saddled with non-profitable supplies of goods that can't be sold."

Sheaffer Pen Company's Edmund Buryan brought market research to the company in 1953. The company, he says, now forecasts sales for 18 months and production works on this basis. But every few months the forecast is revised to adjust to market changes. "This system," he believes, "eliminates surprises in marketing. There are no more rabbit punches we didn't see coming from competition."

Forecasting sales, during the coming years, will be what **William Lake, general sales manager, Carrier,** terms a "sticky problem."

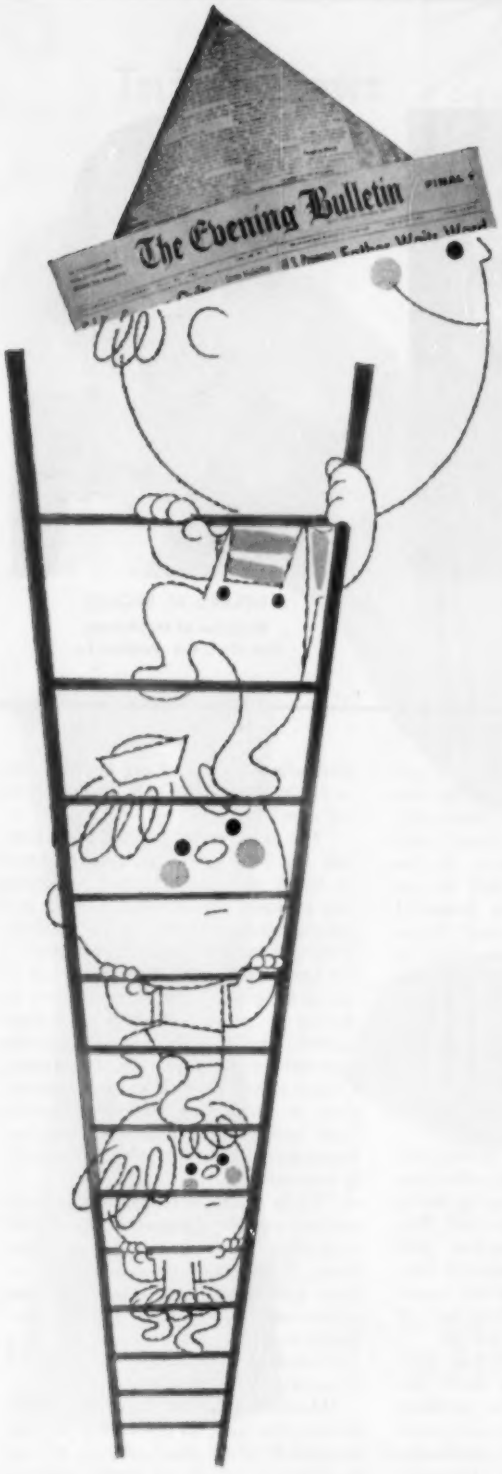
"In the air conditioning industry, for example, sales have increased faster than expected for the past two years. Yet room air conditioner sales, which depend on the weather and impulse buying, have lagged this year. . . . How much equipment to build and what sort of a product mix, are—and will continue to be—important problems we'll have to solve."

But **Rootes Motors' John Panks** thinks you've got to spot trends. "We were able to foresee the impact of compact cars from Detroit far enough in advance to develop a sports car (the Sunbeam Alpine) and put it on the American market as a second arrow for our bow. This has helped us tremendously to withstand the impact of the Detroit compacts. The Alpine has been the bright spot in our sales this year."

Pricing

"In the age of highly competitive markets where price-cutting runs rampant, many manufacturers have found the market door closed to their products because of pricing alone," says **E. L. Tabat of Porter-Cable.**

"Good pricing does not necessarily mean having the lowest price. Some manufacturers would be long gone if that were the case. Instead they offer the purchaser something besides price —prestige, quality, durability, extra



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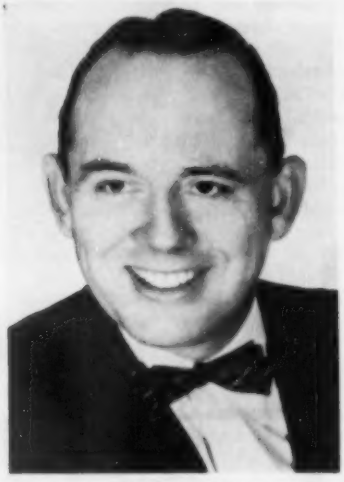
Advertising . . .



L. T. SAUERS
Executive V-P and General Manager
American Home Foods



SKY ROSEN
Senior V-P
Milprint, Inc.



GERARD W. BROOKS
Director of Marketing
Tire Div., U.S. Rubber Co.

performance, other attributes not to be sacrificed for lower cost.

"In realistic pricing of the future, competition will have to be considered, and the willingness of the consumer to buy and to pay will have to be taken into account."

Says **Sky Rosen, senior v-p, Milprint, Inc:** "It is the integrated packaging company that will present the biggest competitive problems to converter companies like Milprint. The integrated company can compete on price in certain materials which may make a material attractive to a client company. Our counterattack lies in the ability to offer a complete packaging service that is not tied to any material."

Carrier's Lake believes his company can sell successfully at **higher** prices than much of his competition by: "Offering our distribution superior products. . . . Providing the most modern of financing and leasing plans. . . . Giving the aid of field personnel well trained in advertising, engineering, sales and service. . . . Energetic advertising programs."

Markets

The whole marketing mix will undergo some formula changes during the '60's. New households, composed of war and post-war babies, will be forming; there will be population shifts as the trend to the suburbs continues. The older segment of the nation's population will grow enormously. The marketer will be faced with broad, earth-shaking trends in industry; the crystal ball will be no help. He must locate his potential customers and, having found them, find ways to keep them wedded to his product while his competitors court them.

Evaluating Markets Better

Already **Mohasco's Herbert Shuttleworth** is aware of these new households.

"Many of the marketing guideposts on which manufacturers depended are no longer valid. In our industry we're confronted with new household formations, vastly more complete and more demanding in the way of furnishings and services. This has come about through a higher standard of living and a greater use of credit.

"Obviously such a marketing picture requires a great deal more detailed study than before; this problem should be tackled with an analytical approach and with scientific methods. At Mohasco our market research people work closely with our top sales management group."

Dow Chemical's Amos Ruddock, sales manager of the James River Division, is not so much concerned with evaluating markets more scientifically as he is in what he calls the "marketing mix."

"The challenge is to find and maintain the best proportional adjustment of these elements in the marketing mix to meet the changing times and the changing character of our markets. This will not be easy. It will involve the conscientious re-examination of all the principles we grew to believe in during a period of lush and easy growth; and it is likely to involve the rejection of many of them. Certainly, I think it will involve some simplification of marketing activities which have become bewilderingly complex, hopelessly specialized and fantastically expensive.

"While the rebalancing of the product mix may be difficult, it will not be unhealthy. Competition is a good thing. It focuses attention on necessities and forces the elimination of the extraneous, and it sharpens the perspective as nothing else can do. It is a symbol of the maturity which must occur to all dynamic things.

"Marketing on the move is moving to maturity and, as marketing people, we should shed the fantasies of our marketing's youth as easily and as willingly as we do as men."

Carrier's Lake feels bullish about the future: "In future years, not only will we have to evaluate markets, but we will have to accelerate and expand

Interview: Fletcher Richards Jr.

Account Executive of Fletcher Richards, Calkins & Holden when asked why he selects WLW Radio-TV stations for U. S. Rubber Farm Boots:

"Our WLW advertising enabled U. S. Rubber Farm Boots to open 25 new dealerships in the WLW primary coverage area!"



"And this WLW campaign sparked dealers into unprecedented enthusiasm and cooperation in promotional tie-ins!"

"This first Radio attempt to sell these particular U. S. Rubber Farm Boots was so successful that we'll be back again and again on WLW with lots more advertising to boot!"

Call your WLW Stations' Representative . . . you'll be glad you did! The dynamic WLW stations . . .

WLW-I Television Indianapolis

WLW-D Television Dayton

WLW-C Television Columbus

WLW-T Television Cincinnati

WLW-A Television Atlanta

W L W Radio

Crosley Broadcasting Corporation, a division of Avco

them. This will be true of all industries. For example, five years ago Carrier devoted practically no attention to the school market. Now we are working hard with educators, architects and the public to prepare acceptance of air conditioning in both public schools and colleges and universities. The latter has already become a big market. Rapid progress is being made in all geographic areas on the public school market.

"Ten years ago there was no central residential air conditioning market. In 1959 the industry centrally air conditioned 200,000 homes. This market requires imaginative and energetic selling to develop it to its full potential.

"Comfort air conditioning as a tool of production is just coming into its own. It has to be sold on the basis of an investment which will pay a return. Although process air conditioning is a market 58 years old, comfort air conditioning for industry is a brand new market which has tremendous potential and requires an investment on our part in advertising, public relations and sales training.

"There will be many opportunities for all industries in the future to evaluate, accelerate and expand their markets. Now is the time to start doing something about it."

Creating Customer Loyalty

There are as many opinions on how to keep the old customers happy as there are sales managers. One man says, "Aid the distributor." Another sees the need for continuous improvement of product. Still a third believes in attractive presentation through advertising, promotion and packaging.

"To me, the biggest problem facing marketing executives is continual improvement of their products," says **John Currier, vice president of marketing for Maiden Form Brassiere Co.**

"This cuts across the board, across all industries. Whether you're selling automobiles or bras, you have to be able to offer the consumer ever better quality in your product."

But **Rudo, of Brunswick Corp.** believes in keeping a finger on the customer's taste pulse.

"In our case, we now hire outside management consultants to make what we call 'image studies' based on depth interviews of customer attitudes. The results of these studies are used in our sales meetings and in our advertising and promotion to overcome any detrimental and negative thinking indicated in customers' opinions. Equally important, rather than looking upon the negative as detrimental influence, we look upon them as opportunities to develop a secure customer loyalty."

According to **E. M. Becker, sales manager of the Refrigeration Appliances Division, Fedders Corp.:** "You have to aid distributors, dealers, and their salesmen by giving them a product that is appealing. This means you have to build better. Then you have to make them more familiar with your product than any other—and this of course is where more work comes in."

AMF's D'Arezzo thinks economic factors will intensify the fight for customer loyalty:

"Competition from imports, cost cutting, the profit squeeze, etc.—will be intensified if a recession comes along. I would hesitate to say with any certainty that it will—there is always a Delta-time factor involved in marketing predictions—but I do think that the general business pattern indicates that there will be a slight downward trend over the next few years. That means that the American consumer will lean toward austerity in his purchases. He's going to be more critical of our products, and if we want his dollars, we have to give him the quality he will demand."

Packaging helps, too, says **Milprint's Rosen:** "When it comes to package design and coordinating the goals of the designer, the advertising agency and the specific packaging material, we employ more than 100 creative artists and another 100 production artists. All of this is customer service, and this builds customer loyalty."

Heublein's president, John G. Martin, believes in giving the customer what the customer wants:

"All non-durable consumer product companies are strongly marketing oriented and they will continue to be so in the years to come. By that I mean that the success of any company in the future will be largely dependent on giving the consumers the products they want and letting them buy the products the way they want to buy them. But giving the public the products that it wants requires anticipating trends and changes in public preferences.

"Stay up late some night and watch an old movie you once loved dearly or laughed at heartily and see how much you, not it, has changed. . . . Correctly anticipating, evaluating and acting upon such dramatic changes is the function of marketing management, a circumstance which automatically makes it a function of top management."

Advertising and Promotion

An even stronger sales tool of the '60's will be advertising and promotion in all its ramifications. With the increasing impact of media, with a more vital need to make every dollar invested in advertising and promotion do the work, if possible, of two, marketers will have their work cut out for them in allocating their companies' promotional budgets.

Gerard Brooks, U.S. Rubber, thinks the sales tool that needs more attention from management is advertising.

"Two things that I think are going to change in the future, are advertising and company marketing attitudes. Management is going to become more advertising minded simply because it has to. The more progressive and, I might add, the more successful marketers of today are already in the habit of allotting huge sums on the advertising of new products. We'll see more of this kind of thing in the future.

"The production minded company is on its way out. We know we can produce enormous quantities when necessary. We learned that during the war. The big challenge will be to market the things we produce. There must be more attention paid to market research and other important marketing tools. We have to think marketing rather than production."

And **Smith-Corona Marchant's Leslie Overlock** carries the advertising theme still further. He sees advertising's role growing, the pressures such growth creates causing friction.

"Advertisers are becoming more uneasy about their advertising programs. It is becoming increasingly clear that any dollar spent must do more than a dollar's worth of work. Naturally, as advertising budgets get larger and larger, and there is more riding on every expenditure, this concern is going to increase.

"There is the natural tendency to relate ad expenditures to volume. But this is becoming more unsatisfactory as a yardstick. It is obvious that when advertising expenditures are based on a fixed percentage of sales, the true point of maximum effectiveness could be half that figure or double it just as easily.

"Because expenditures are increasing, but measurements remain as inadequate as ever, the pressure on advertising agencies will continue to mount. Clients realize that the question of measurement is now unanswerable, but they are growing more impatient. And some of the big advertisers are becoming wary of spending more without assurance of effectiveness.

BOOM TOWN



New York just grows and grows.

New buildings. More office space, more apartments. New suburbs, new markets. More business.

Boom town's natives are restless. New Yorkers—over five million families of them—are doing more, growing more. Wanting, buying more.

And as the world's biggest market grows, so grows The New York Times.

So grows The Times circulation!

In the past 10 years, The Times has gained more readers at a greater rate and volume than any other New York newspaper. The Times weekday circulation gains in the suburbs have been more than double the rate of population increase.

This October alone, weekday sales averaged more than 750,000 . . . up some 49,000 over October, 1959 . . . up a roaring 203,000 over October, 1950. At the same time, Sunday Times sales averaged 1,400,000 . . . up 51,000 over the same month last year . . . up 208,000 over October, 1950.

Projections for 1961 point to even more circulation records.

We're eager to tell you what this means to you . . . what will happen to *your* sales when you use the *growing* New York Times to advertise in this growing, changing market.

Hint, in one word: *boom.*

The New York Times

Serves New York with the most news, sells New York with the most advertising

"So the agencies will be working harder and harder for better measurement tools. Until they get them, there will probably be more emphasis on designing ads so that sales or leads can be used as some sort of gauge of effectiveness."

American Home Foods' L. J. Sauers feels the advertising challenge lies in **coordinating** point-of-purchase and consumer advertising.

"The biggest challenge here will be for better coordination—and I am, of course, speaking of the food business, but this could easily apply to many others—between shelf merchandising (point-of-purchase) and consumer advertising. The need: Better planning of advertising and promotion, embodying such vitals as sufficient notification to the trade, allowing it to actively participate. Too often the necessary links are not established in time for tie-ins that take advantage of national advertising.

"We foresee in the coming years increased importance of sectional or regional buys in magazines, radio, TV, newspapers by advertisers — rather than the old one-shot national campaign. Sectional advertising will enable the manufacturer to tailor his advertising to fit the particular needs and interests of localized areas."

Milprint's Rosen is worried about the role of industrial advertising. He feels strongly about the need for good advertising and sales promotion for industrial products and materials, even though it is often difficult to measure the effectiveness of these programs. "It is easy enough to know whether a consumer product's advertising is working or not, at least the results will soon show up. But it isn't easy to know whether an ad campaign which eases the job of the salesman by getting to people he cannot reach, but who may have an important effect on his sales, is being effective or not. Yet, it can't be denied that this kind of advertising, business magazine advertising and vertical field advertising, for instance, does aid the selling job."

Competition from Big Ad Budgets

Two marketers in totally different fields—one in automobiles and the other in cleansing powders—see this as a big problem in the field of promotion.

B. T. Babbitt's Jack Sugden says such competition will affect most companies, excepting, perhaps, the few giants in each industry. Sugden asks: "In the field of advertising, some media have risen in cost slightly—others have tripled or quadrupled. Does this mean then, if you have a moderate advertising budget, that you automatically eliminate the higher cost mediums from your thinking?"

Not at all, is his answer.

"If you have one-tenth the ad budget of your biggest competitor, that means—to me—that you have to be ten times as inventive and effective.

"That means that you can't afford to dump your ad dollars willy-nilly into big media, simply for saturation effects.

"It means that you must make every dollar count; that you must buy the greatest amount of impact. You must present your advertising to create the greatest possible amount of favorable interest and comment.

"It also means that you must make every possible effort to determine the effectiveness of your advertising. You must be sure that your limited advertising dollars are buying the best possible ideas and best possible audience for your investment."

For the import company, with a limited budget, the competition is even fiercer, says **Rootes' John Panks.** . . . But he thinks his company has found a solution. Instead of competing head-on, he thinks:

"The important company must take a highly creative approach to its advertising. The Germans (Volkswagen) are doing it; so are the French (Renault). In a month, we will be too—it

Cutting Costs . . .



HERMAN W. LEITZOW
V-P Marketing
Schering Corp.



ROBERT E. WEILAND
V-P Northern Region
National Airlines



ROBERT L. SHUTTLEWORTH
President
Mohasco Industries, Inc.



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had better be creative. Every ad must be different. Every ad must make people sit up and take notice, and talk about it.

"We have raised our ad budget. We recently started a co-op ad program with our dealers. . . . When one faces increasing competition—as we are now—one must be bold, and take big steps. One can't cut back in these conditions."

Cutting Costs

In the years to come cutting costs will be a veritable Gordian knot: The sales manager, faced with marketing his products at a competitive price, will come face to face with rising costs of everything that goes into the making of a product and with higher wages. The solution? Simpler products? Cutting the fat out of distribution? More careful plant management? There seem to be as many theories as there are people involved.

"Price competition cannot help but continue in the years ahead," says **Robert M. Williams, general marketing manager, Plumbing and Heating Division of American-Standard.** "So, marketing management is going to be challenged to sell a better product for less. Marketing as well as manufacturing must do product analysis, to get the fat out of a product, to keep the designers and engineers from putting costly frills on products that do not add materially to their salability. The marketing department must be able to look at all capital costs—and with a critical eye, because marketing has a vital share in the costs of production.

"A large chunk of the consumer cost in almost any product is the cost of distribution," says Williams. "And, if a company seeks to reduce this cost it must follow the product all the way to the ultimate consumer. It must be willing to work with dealers and distributors to sell more efficiently so that they can make a fair profit, without an increase in consumer costs."

But listen to **U.S. Rubber's director of marketing, Gerard Brooks:** "There are two areas wherein we could drastically cut costs, selling and distribution. I'm ready to stand by the statement, 'The average salesman in the U.S. in any industry spends over 55% of his time on less than 10% of his business.' He is just not making the most of his time, and time is the only commodity that the salesman has. I've asked salesmen to use a short daily check on their calls, a simple thing that requires a man only to jot down the time he left his car, the name of the prospect, whether or not he was in, and the time the salesman returned to the car. With any organization where I've used it, this check sheet has proved to be one of the most effective tools available for stimulating a salesman to use his time better. He is just as surprised and just as interested to find such a large amount of wasted time as is management, and he is just as sincere in his desire to put it to better use. Just two more calls a day can bring up his annual sales, but he has to be shown dramatically that he can make those two calls.

"Duplication of sales efforts can be reduced in this way; fewer men will be needed to do the same amount of work that is done now. I stress the point that the check sheet must be small. There is too much paper work for the salesman to worry about now. That's another area where improvements will have to be made. Much of the paper work that now burdens the salesman will be taken over by the middle management."

AMF's D'Arezzo agrees about the need to eliminate needless duplication by salesmen, both in paper work and calls:

"There will be a real challenge in the cost cutting department, especially with regard to the sales and distribution functions of marketing. They're ripe for streamlining. Careful study of most sales operations will often reveal a great deal of needless duplication—in paper work, salesman's calls and so on. One solution is to send a single man into each of the key market areas in the country to formally coordinate all company marketing efforts. He'll have to know his market thoroughly and be familiar with all company operations in his area."

Mohasco's Shuttleworth believes firmly in outside consultants as experts in the area of cost cutting:

"Our consultants in many cases have confirmed the judgment and decisions of our executive group in regard to some of the problems; but their work also has disclosed other aspects of the cost picture requiring action which we had not fully appreciated. Through close cooperation with our consultants, workable plans have been developed and the necessary changes have received enthusiastic acceptance. These changes will serve us in good stead in future years."

Herman W. Leitzow, Schering Corp., feels there's no substitute for regulating the salesman's time: "Salesmen's time can be controlled by applying what I call the three R's of sales control:

"1. Relating your salesman's efforts to the account potential in his territory.
"2. Routing your salesman in such a way that travel time is minimized.
"3. Reducing time expended in non-essentials by applying time and duty analysis methods."

And **Robert Wieland, v-p, northern region, National Airlines** thinks so, too. But he also has something to say about making the ad budget do yeoman service.

"First of all, we concentrate our ads and merchandising in areas where we know there is a response. We are always alert to the danger of spreading ourselves too thin. We try to keep advertising at about 3% of sales. This means that we must sacrifice exposure in marginal areas and just concentrate on those media that we know offer us exposure to the greatest number of potential customers.

"Second, we join products (in our case flights to specific destinations) that we know appeal to the same type of people in one ad, to try to get it to work a little harder. For example, we know that the type of person who would be inclined to vacation in Sarasota is the person who would like other pleasant, not-too-expensive, family-type places. So we advertise them together very often, omitting the more expensive, glittering places like Miami. And we might advertise such places as Jacksonville and Boston in the same ad, because of their common appeal to businessmen. The same thing can be done by a marketer who has a variety of consumer goods.

"Another way to cut costs is through more efficient utilization of sales personnel. All of our office personnel are telephone salesmen in their slack hours. This has resulted in a great number of leads for new business, and allows the professional, high-paid salesman to concentrate on known prospects, rather than spending precious time beating on doors. Of course, this is just one little part of better utilization of personnel. The idea is to better train personnel in proper utilization of time. With the growth in efficiency comes a higher productivity per salesman and hence more profit per dollar expended."

Kirsch's v-p and marketing director, David A. Kirsch, is concerned about plant management and its effect on costs:

"The day has gone when sales and marketing executives can ignore plant management. Plant management will have to be more efficient than ever before. Every department in the plant will have to be re-examined at periodic intervals, with a view toward

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reducing costs of unit production. Every piece of machinery, conveyor belt, forklift and truck will have to be checked constantly to make sure that it isn't obsolete and that it produces at maximum capacity. Sales and marketing executives will have to concern themselves with what their plants are doing; whether they are operating efficiently, whether they are using new machinery to carry out the company's program to expand penetration of more profitable markets. Studies will have to be made of new techniques and equipment to apply to various areas of the manufacturing operation."

Modernizing Distribution

Competition will be the hallmark of the 60's. One way of meeting competition is to get costs down through distribution economies. The sales executive who has this as his aim will need to have an open mind about reducing paper work costs, specialized training for his sales force, closer work with his distributors. It will be up to the marketer to provide distributors with the whole kitful of services—and, perhaps he'll even have to set up a separate distribution section as several companies already have.

Carrier's Lake sees benefits from modernized distribution at his company: "Distributors," he says, "will have to be given, in the future, large enough territories to enable them to function profitably. In our industry distributors have often been contractors serving a limited territory and trying to do the whole marketing job themselves. The dealer must become 'king.' The distributor will have to provide a full range of extras and necessities: engineering, training in sales, service, even business fundamentals. He'll have to have help in advertising and financing. This is the only way he can move a large volume of goods for the manufacturer at a profit for both.

"By modernizing our distribution we have been able to drop 30 sales people, to retain the best men by paying higher salaries and bonuses. This has reduced selling costs."

Sylvania's Viebranz agrees: "This function of marketing is ripe for overhauling. There are very few operations that couldn't profit considerably from the services of an efficiency expert or a time and motion study man. I'm sure that there will be a heavy trend toward automation in distribution in the years ahead.

"We at Sylvania have already taken big strides in this direction. We created a separate distribution division within the marketing framework (although distribution still reports to me). We are constantly reorganizing order handling and streamlining paper work. We have an automated inventory control system on IBM 650 computers. And we're reducing the number of warehouse inventory locations on those products that lend themselves to air freight shipments."

Distribution to **Smith-Corona Marchant's Overlock** is almost synonymous with marketing. In speaking of modernizing distribution, he says: "Perhaps a better name for this would be internal orientation to change. The problem arises when sales people are pushed into marketing jobs for which they are not trained. As the need arises, the company must be aware that jobs must become broader and more scientific to incorporate modern marketing. And as men's jobs expand, the men must be trained to expand with them all—while a high level of profit is maintained."

Remington Rand's Brown looks at the problem like this: "Distribution costs are, of course, the biggest factor in the picture. But streamlining operations, reducing paper work costs, lopping off warehousing expenses as far as is feasible, can help move the goods from us to the consumer as fast and as inexpensively as possible. And with as few people involved in the operation as are necessary. New ways must be found to trim the fat in clerical help."

Evaluating Markets . . .



AMOS RUDDOCK
Sales Manager
James River Div., Dow Chemical Co.



WILLIAM LAKE
General Sales Manager
Unitary Equipment Operation
Carrier Air Conditioning Co.

Competition

It's going to be rough as the years roll along. The bid for the consumer's dollar will inevitably bring a rash of price cutting. Cheap labor overseas will make foreign-made products look good to Mr. and Mrs. John Public. New products, in seeming endless supply, will give marketers of older offerings sleepless nights.

Heublein's Martin takes a philosophic view of the entire rat-race of competition: "Much is said about competition today and tomorrow. In effect, most managements seem to wish it would just go away. But we needn't wish anything so drastic. The truth is, that we, at Heublein—and a lot of other companies—suffer from lack of competition. For example, no one company could have built the automobile industry into 6 million cars a year. No one company could have built distilled spirits consumption to over 200 million gallons a year."

Price Cutting

A foreign car marketer, **Rootes' Panks** deplores the American tradition of slashing prices when the going

This lady liked the commercial,



but this lady ate it up



Some commercials get people to pay attention.
The best commercials get them to pay attention—and pay for the product, too.
People buy ideas: *selling ideas.*

YOUNG & RUBICAM, Advertising

gets rough: "It's regrettable that when inventories are high, dealers resort to price cutting. Even worse, the U.S. automobile manufacturers encourage it. Their major objective at the end of the model year is to move inventories —regardless of price.

"To combat price cutting, we actively encourage our dealers to maintain prices. We count heavily on our personal contacts with our dealers. We visit them and urge them to hold the line. We show them how this will benefit them in the long run. And we plan to continue the policy."

Imports

And **Sylvania's Viebranz** agrees with Panks. In speaking of Imports he also dips into the question of price cutting: "I am convinced of two things: (1) Someplace in the world there is a fellow who can make the products we are making of reasonably comparable quality and at lower prices. (2) We're in an economy where people have to have wage increases. They'll have one this year, and, barring unforeseen circumstances, they'll have one next year. So we needn't think of cutting costs in this area in order to reduce prices.

"We at Sylvania recently conducted a survey with regard to imports and we found that the American public will buy whatever product represents value; the country of origin is no longer important. That simply means that the American industry will have to produce better values than the foreign competition."

Overlock, of Smith-Corona Marchant, also links Price Cutting and Imports: "In my opinion these two go together pretty much. Any company with a heavy labor contract must be vitally concerned with this problem. The problem and the solution are both simple. Once a foreign competitor enters the market, or a domestic competitor moves his manufacturing facilities overseas, there are only two things that can be done. One can either strip the product down so it can compete pricewise, or follow the lead of the competitor and move overseas to manufacture. All things considered, most marketers find that it is wiser to move than to harm the product.

"But there are very few if's or and's about it. As soon as the competition comes from overseas in one form or another, the only real way to compete is to follow suit. This means, of course, the eventual development of the overseas markets, too. Already, West German labor costs have risen drastically. Before too long foreign standards of living, and hence labor costs, will be more in tune with ours, and the increased cost of transoceanic shipping will inspire many companies to move back."

Don't expect help, in bucking the imports, from quotas, warns **AMF's D'Arezzo:** "With the country so vitally concerned with building up foreign economies and making friends in the cold war, it is doubtful that Washington will ever take strong steps to keep their goods out of our markets."

Company Problems

In addition to the usual problems he'll face in the oncoming years, the marketer who doesn't have to sell his company on more recognition for marketing will be fortunate indeed. There may still be companies at which marketing is not given its due. And to meet the competition inherent in the '60's, it will be vital for those companies to revamp their thinking in marketing's direction. The marketer will have, as well, the problem of orienting the activities of his department into the company's corporate structure.

"Selling has a big selling job ahead," says **Charles W. Zerweck, v-p, marketing, Slater Food Service Management.** "That job is selling itself internally, to the company itself, to top management, and to the general employees. There is a widespread feeling in many firms that the sales department has a lead pipe cinch, that selling the company's products is easy. And, if any cost reductions have to be made, the sales department is the place to start. Marketing must demand the recognition it needs to do the big job that is ahead of it. Not only must salesmen gain new respect from their corporate associates, but they must be compensated on a fair and just basis.

"Most men go into selling because they feel that it, of all callings, is the one in which they are likely to get compensation in direct proportion to the contributions they make. Yet, management sometimes feels compelled to limit the take-home pay of a top producer, afraid that he might earn more than a titled administrator. This is short sighted. A good salesman when confronted with a situation of this type will either stop hustling as hard, or he will seek greener pastures.

"The solution to this problem will be forced on top management. The shortage of good and qualified salesmen in the years ahead will necessitate that sights be realigned. A good producing salesman will be hard to find and once found, companies will have to do everything conceivable to keep him growing and keep him happy.

"Selling top management on the importance of marketing is sometimes a difficult job. The great hope is the work being done by various associations which have been holding clinics of executives, legal, financial and production people, in which these men are acquainted with all aspects of corporate function, including the role that marketing plays in today's economy."

American-Standard's Lear is adamant about a top role for marketing: "Marketing, if it is to be effective in the decade ahead, must have a complete voice in company operation. Top management will, of course, function as arbitrator, but sales must be able to take an active part in planning production, setting fiscal policy, and its right to leadership of corporate objectives must be clearly defined."

Government Problems

The Government, always with us, may be even more so in the coming decade. Legislation in the drug and food fields has moved on into the automobile field. Tomorrow's sales manager will have to steel himself to fight – or accept – new legislation that might make his selling job more difficult.

Mohasco's Shuttleworth worries about the Government's hand becoming heavier: "More and more time and effort seem to be required each year in satisfying the various agencies concerned with the American marketing picture. Recent legislation on labeling, for example, requires enormous effort and study on our part in order to comply with the requirements. We grant that many of these measures are primarily designed to protect the consumer, but by the same token they result in constant costly studies.

"The FTC in its efforts to protect smaller businessmen, as well as the consumer, also involves us in continuing and expensive activities in order to keep our marketing procedures on a 'legal basis.' The FTC is currently concerning itself with our industry's system of pricing that has been in existence for more than 30 years. This investigation could well result in the establishment of a new procedure which will have to conform with their mandates and yet will have to accomplish pretty much the same type of thing that has been done in the past. Nothing has been decided as yet on this action, but there is no question that when the decisions are made and the rules established, there

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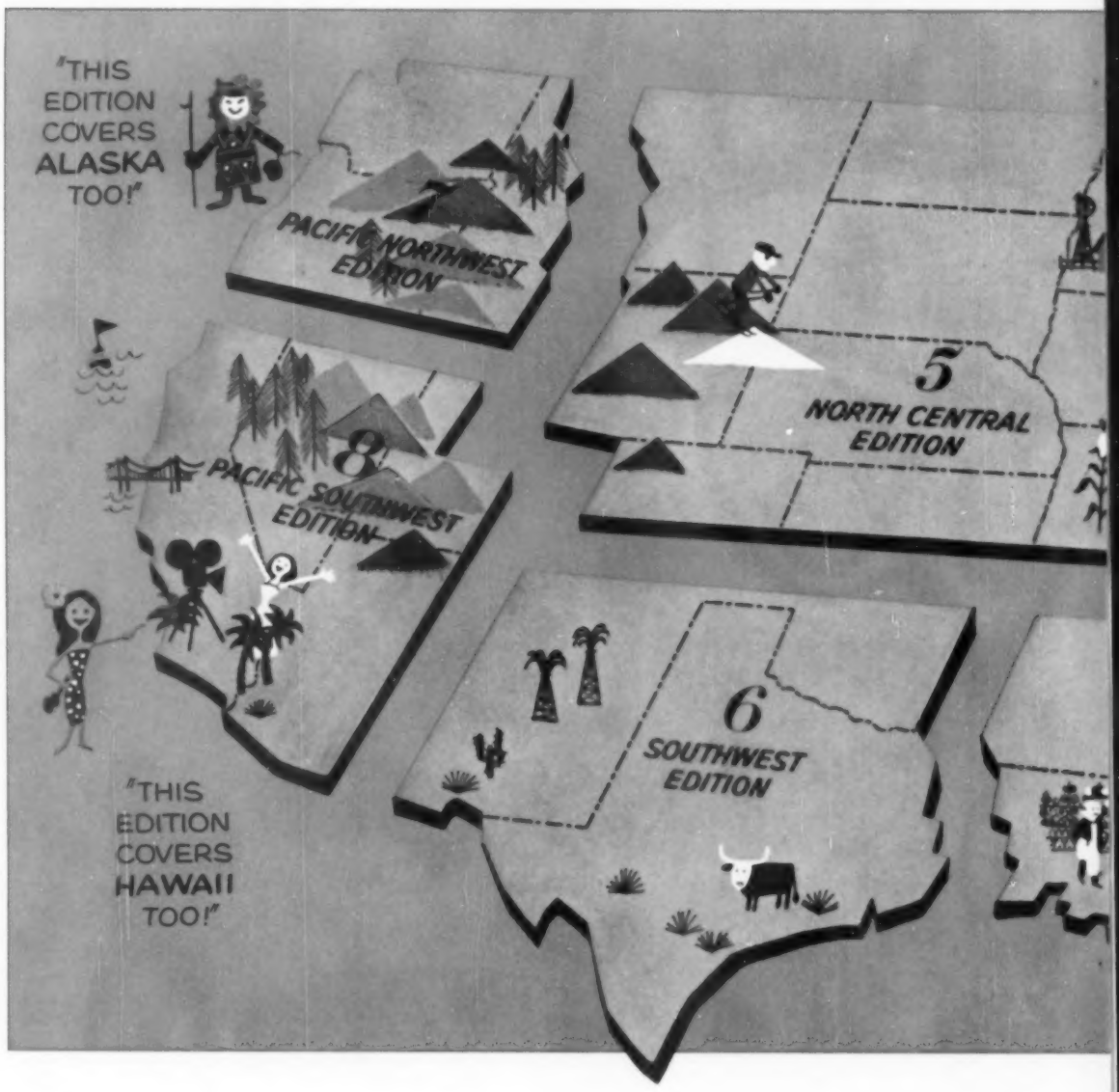
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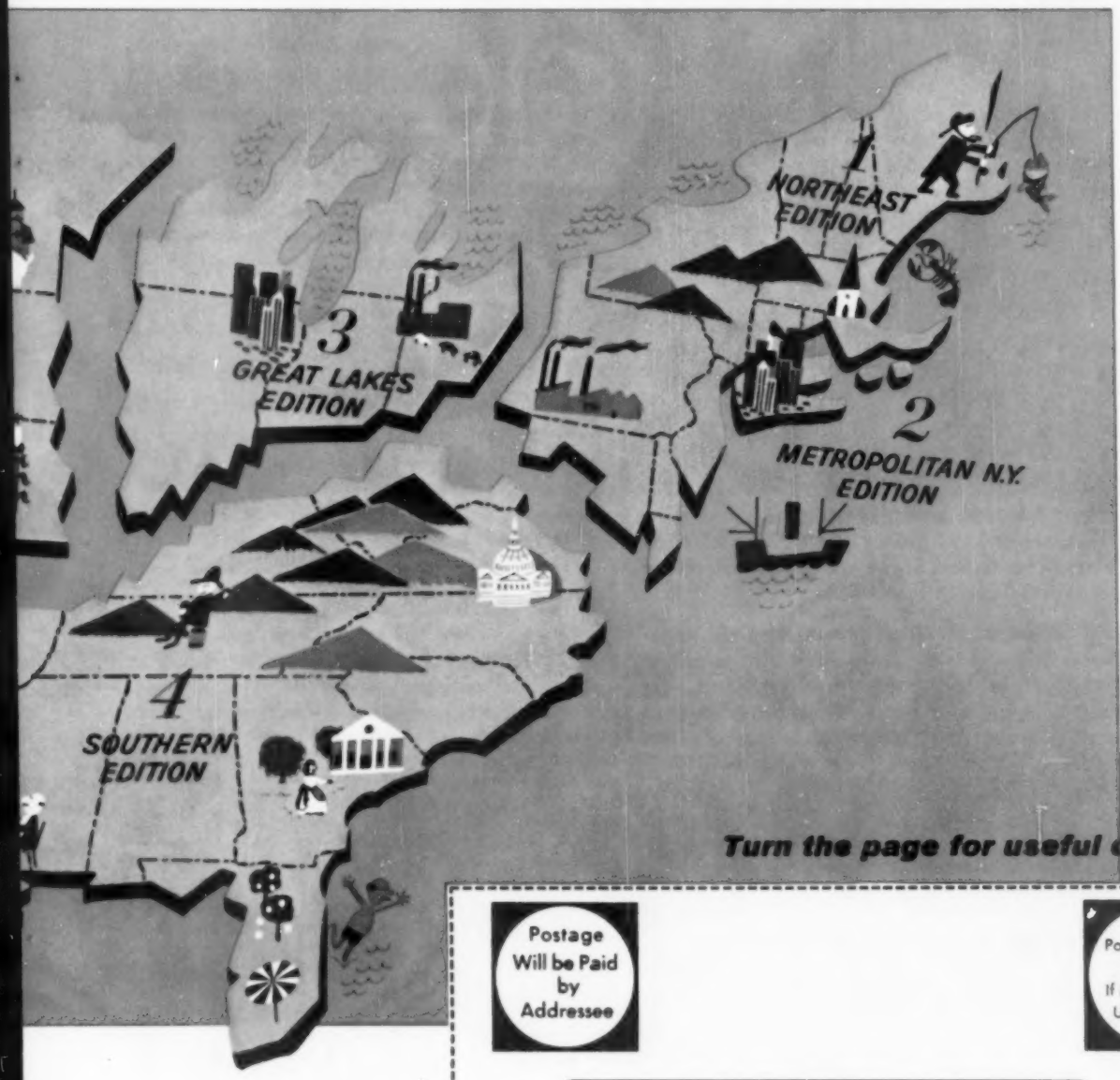
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going to be considerable confusion.

"There has been a discouraging lack of concern over the industry suffering from imports and even after providing endless reports, studies and surveys on the matter there still is as yet no tangible accomplishment evident."

"The Government should let business find its way," says **Rootes' Panks.**

"The limits seem to be narrowed every year as to what we can say to our dealers, what we can agree to with them, what we can write into our contracts.

"It's particularly difficult for us to terminate a franchise agreement with a dealer who isn't doing a satisfactory job. There are too many things we must prove.

"Our laws governing trade practices must be re-examined. Too many were enacted to remedy temporary situations and these are no longer needed. They now often restrict competition rather than protect it."

North American Van Lines Harold S. Bechert, v-p in charge of sales has this to add: "We find it more and more impossible to keep up with ever-changing military specifications in our field. And we can expect to be doing more military moving, especially of families, than before."

But **Remington Rand's Brown** isn't frightened of Government regulations: "As for Government problems," he says, "if you're going to be raped, relax. It'll be happening to your competition, too!"

"The present and future problems facing the marketing executive are so numerous and varied that in order to cope with them properly an organized pattern of 'attack' must be established." **John W. Sugden of B. T. Babbitt, Inc.,** takes the top-executive viewpoint of marketing problems in the coming years:

"First, the area and degree of concentration on each specific problem must be determined. This requires a complete examination and understanding of where your management expects your company to be in one year, in three years, in five or ten."

The size of the company, its anticipated growth, the desire for big profits versus investment for the future are all governing factors, according to Sugden. He feels that they are factors governing how the marketing exec rates his problems just as much as factors determining how he solves them.

"To determine where to place the emphasis, the marketing executive must obtain the complete and intimate thinking of his company's higher management, and their desires for the company's future. Only then can he properly be guided in the development of the 'attack plan' on future problems."

To Jack Sugden, "certain problems cannot be considered future problems—they are the same ones that were with us yesterday, are present today, and will be with us tomorrow. These are the problems of rising production costs, methods and costs of distribution, competitive activity and the development of people.

"These are the problems that should constantly be under surveillance and constantly foster improvements."

Government and Business Growth

(Continued from page 23)

control of their financing business.

• **Prohibition of "loss leaders"**—making loss leaders illegal and thereby putting a floor under prices.

• **Restriction of distribution practices**—various proposals that would divorce manufacturers from their retail outlets, form tie-in selling arrangements, exclusive dealing, etc.

• **Territorial franchise agreements**—permitting a manufacturer to make franchise agreements assigning specific geographic areas to dealers, with penalties for those dealers who sell across territorial lines.

• **Department of Consumers**—creating a Cabinet-level Department of Consumers to represent "consumer interests."

These are some of the major issues. They are generally considered Government concepts that would restrict marketing activities. They are generally opposed by business, particularly by big business.

Most of these proposals were initiated by segments of business that sought relief from real or imagined unfair competition. Many are hardy perennials that turn up year after year in Congress, gradually building up the support needed for enactment.

Each of these proposals represents increased Government controls in specific marketing areas. Most are aimed at controlling big business. Yet they would restrict the growth and selling efforts of all business and sometimes result in more of a hardship on the smaller marketer.

These legislative controls of marketing mesh with the antitrust laws—as well as with the Federal income and social security taxes of business—to create something of a barrier that cuts off the growth of big business. But these are generally negative concepts of control. They restrict from without. They block off some of the lesser ways of growing. Except possibly for the corporate income tax, they do not strike at the heart of big business' growth mechanism.

The single, most effective way of positively controlling the growth of big business is generally considered to be the Federal charter.

The resurrection early this year of this proposal—and the attention it has stirred up—are quite significant. It has renewed interest among Federal lawmakers, even though Senator Joseph C. O'Mahoney (Dem., Wyo.) has called for Federal charters, off and on, for 20 years. And, it has struck fear in the hearts of the big businessmen.

►Many in business would welcome Federal charters, particularly the small and middle businesses. Among them is a fairly successful "small businessman"—George Romney, president of American Motors Corp. Romney indicated his feelings just two years ago.

During the administered price hearings of the auto industry, Romney told Senator Kefauver's Antitrust and Monopoly Subcommittee: "The economic size and influence of the 'big three' (General Motors, Ford, Chrysler) is now so far-reaching that their policy decisions are potentially capable of producing prosperity or depression for the nation.

"This brings us to a fundamental question. Are the antitrust laws adequate to provide for the minimum number of companies to produce needed competition in the automobile business?"

Romney proposed a "new approach" to the question of competitive economic power:

"Limitations should be placed on firms whose size, integration, and financial strength make possible the domination of a national market.

"It is also desirable to maintain a sufficient number of firms in each basic industry to have adequate competition, to encourage cooperation on common problems in the areas permitted by law, and to prevent the development of an excessive inbalance of economic power."

Here is the specific method that Romney suggested:

"The antitrust laws should provide that when any one firm in a basic industry, such as the automobile business, exceeds a specific percentage of total industry sales over a specified period of time, it shall be required by law to propose to an administrative agency a plan of divestiture that will bring its percentage of sales below the specified level.

"Where a firm is engaged in more than one basic industry, the maximum percentage of total industry sales should be fixed by law at a point lower than the percentage to be fixed for companies operating in only a single basic industry.

"Where a company is engaged in more than one basic industry, its competitive position is strengthened and it is able to dominate a single market with a lower percentage. This results from its ability to concentrate its resources on a single industry or product at any time and to expand its market position by relying on earnings from its other activities."

A number of advantages, declared Romney, would result from his proposed amendment to the antitrust laws:

• "It would promote and preserve adequate competition.

• "The companies affected, not the Government, would have the opportunity to originate the method of compliance.

• "Achievement of the sales percentage requiring a split off or 'birth' would become evidence of economic success.

• "Competitive effort and growth would be encouraged, not restrained.

• "Instead of making mere size itself an offense, the test under the law would be based on the size of a company in relation to that of its competitors. In big industries there would be big companies.

• "An adequate number of companies in each basic industry should be assured."

In concluding his recommendations, Romney noted that "frankly, this proposal, if adopted, would make several new companies out of the 'big three.' I believe this would be in the interest of stockholders, employees, dealers, customers, competitors, communities, states, and the nation."

►Romney's proposal, if adopted, would be a major step toward positive Government control of big-business growth. He does not go quite as far as Senator O'Mahoney, who has championed the proposal that all corporations engaged in interstate commerce be required to operate under supplementary Federal licenses.

Almost 20 years ago, the Temporary National Economic Committee, chairmanned by O'Mahoney, arrived at the following conclusion:

"The principal instrument of the concentration of economic power and wealth has been the corporate charter with unlimited powers—charters which afforded a detour around every principle of fiduciary responsibility,

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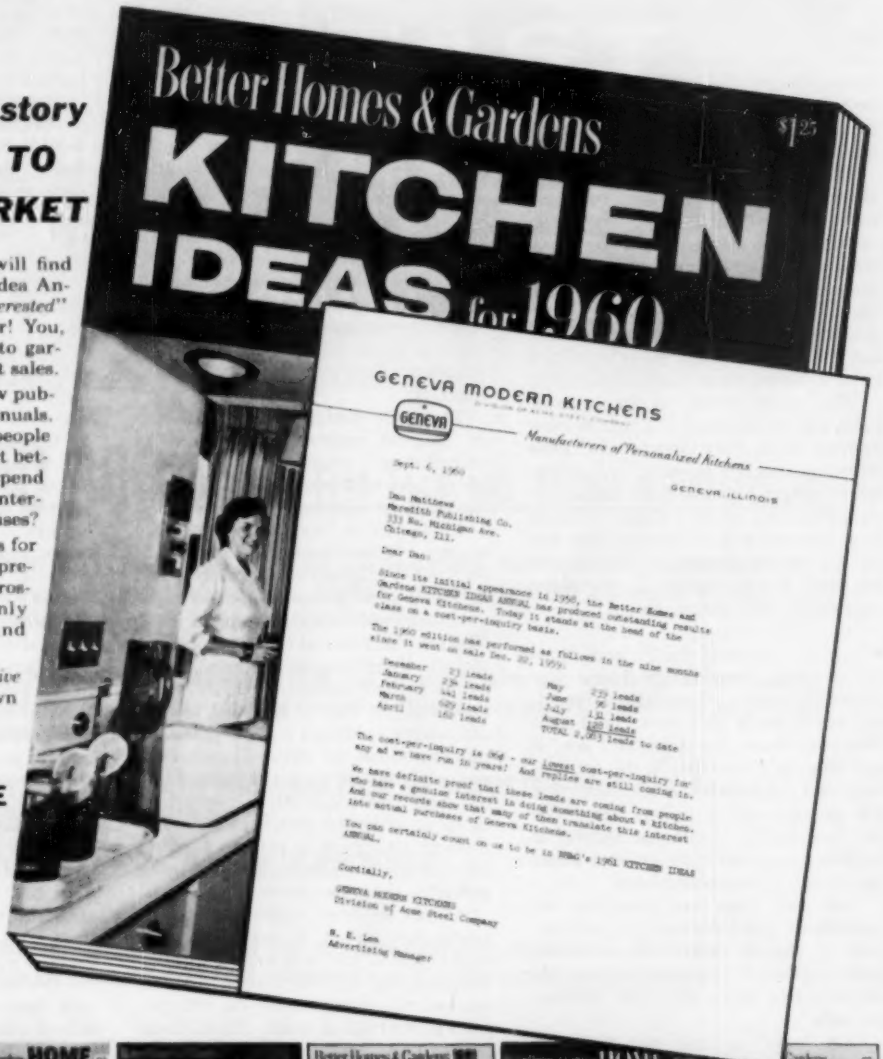
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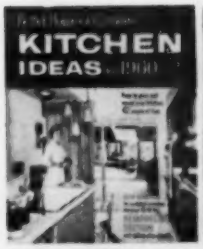
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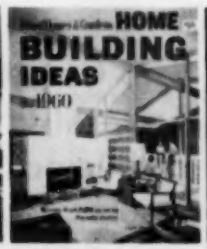
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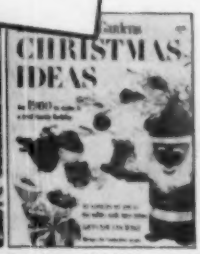
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charters which permitted promoters and managers to use the property of others for their own enrichment to the detriment of the real owners; charters which made possible the violation of law without personal liability, charters which omitted every safeguard of individual and public welfare which common sense and experience alike have taught are necessary.

"So long as those who want to voyage at will upon the seas of interstate and foreign commerce without responsibility to the public may obtain unlimited charters from the states, there is no efficient means of safeguarding the general welfare."

O'Mahoney contended that violations of the antitrust laws "have not been and cannot be effectively prevented because, under the law as it stands, the Government has only two remedies worth mentioning—a suit for an injunction to prohibit a threatened violation of the law, and a criminal indictment after an offense has been committed."

The "great defect" of the antitrust laws, said O'Mahoney, "is that in their present form they depend for their effect upon active policing by Government agents. A law thus framed is almost certain to be a nullity because it is impossible in a country like this for Government ever to become so big that it can watch all offenders, apprehend and punish them.'

►Now the cause of the Federal charter is being fought for again. The Joint Economic Committee report, published early this year, held that "the basic cure, the successful law, is one that is automatic in its application, that depends for results not upon the punishment it inflicts after the fact but on the degree of respect it inspires in a prospective violator when the violation is contemplated.

"Jail and fines are penalties for individuals, not for large corporations. Loss of charter or restriction of the powers granted them by the people might better serve the 20th century business."

This "cure" is now put forth, in something of a trial-balloon style, by the Joint Economic Committee, as one of a series of papers in a study of employment, growth and price levels. This paper, authored by Theodore J. Kreps, of Stanford University, was published with a note that the committee and committee staff "neither approve nor disapprove" of the findings.

The trial balloon still seems to be flying quite high. It was received with considerable interest in Washington. It has also generated new apprehension in the big-business community. It could well represent the Government's solution to what many feel is the great problem of controlling the growth of big business.

As Professor Kreps noted, "Giant enterprise—the most spectacular product of modern scientific, technological, transportation, metallurgical, chemical, electrical, corporate and managerial revolutions—has grown beyond the point of no return.

"Such bigness in business has irresistibly generated big labor and big Government. . . . The problems of monopoly power in such giant organizations, as they arise, will require other remedies than those now available under the antitrust laws."

But Kreps adds: "Both atomization and surrender are impracticable. . . . To atomize or pulverize big corporations or big unions into numerous small units, even if possible, would not restore consumer sovereignty or give decision-making anonymity or disperse economic power among myriads of firms in self-regulating geographic, functional and product markets."

The basic problem, Kreps believes, is "one of restructuring power, of substituting positive for negative action, of establishing a national rule for national corporations."

He feels that "competition in laxity among charter-mongering states has resulted in granting many corporations excessive legal powers to be exercised in areas far beyond state control. Though the Federal Government was specifically given constitutional power over interstate commerce, it has failed, except in the case of banking, to give affirmative guidance in protecting the public interest. By virtue of such Federal default, state legislatures filled the gap. The corporations created by them in order to attain public ends through an appeal to private interests have, in many instances, become more powerful than the states themselves."

Present antitrust policy is not adequate, says Kreps. It has been "conduct-oriented and has sought to alter behavior by police action. It has cracked down vigorously on conspiracies in restraint of trade, driven them underground, and stimulated the ingenuity of corporation lawyers to find new legal cloaks for restrictive practices. It has failed almost entirely with respect to giant enterprises and their 'unreasonable market power.' "

Giant enterprises can, "merely by their existence and market occupancy," Kreps contends, "cause smaller competitors to dampen their competitive ardor, to acquiesce in 'staying in their place' while the colossi exploit each new development and every new opportunity as it arises with all the advantages of a going concern with articulated know-how and exclusive market organization."

Kreps' solution: "Federal charters or supplementary licenses to state charters may be needed for firms engaged in interstate commerce, affirmatively to describe unreasonable market power, to clarify the legal from the illegal, to provide incentives for voluntary spinoffs, and to prescribe definite penalties including revocation of the license to operate—much in the way licenses to drive motor vehicles are suspended or revoked in extreme instances of irresponsible driving."

This type of control would certainly be "automatic in its application." It would also depend for results "on the respect it inspires in a prospective violator when the violation is contemplated." And its impact would be realized, almost completely, by the biggest of the big businesses.

Kreps sums up his recommendation like this: "Admonitions, injunctions, cease-and-desist orders, and fines have proved to be only a fraction as effective in promoting safety on the highways as suspending the license to drive for variable periods of time.

"Giant firms, like giant trucks, ply the national highways of commerce. Their operators should be given a limited grant of powers—retainable only by continued observance of minimum regulations as specified in their Federal Charter or supplementary license.

"Some such measure—first recommended by the Commission on Industrial Inquiry in 1902, then by Presidents Theodore Roosevelt, Taft, and Wilson, recommended again by the Temporary National Economic Committee and by several outstanding scholars in antitrust matters—is fundamental if antitrust policy is to make a larger positive contribution to economic growth, high level employment, and stable price levels."

In the 1960's—more than 70 years after the enactment of the first antitrust laws—big business may have to contend with the most complete means yet devised to control its growth. It may have to face the dictates of a federal charter. ◆ JGP

The Case for Federal Charters of Business

The arguments in favor of Federal charters for controlling the growth of big business are obnoxious to some marketers and pleasant reading for others. For the marketing man who wishes to become familiar with the background of the Federal charter concept, here, written by Professor

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Kreps, is a complete summary of his findings:

• Giant enterprise, the most spectacular product of modern scientific, technological, transportation, metallurgical, chemical, electrical, corporate, and managerial revolutions, has grown beyond the point of no return.

• Such bigness in business has irresistibly generated big labor and big Government. All are integral and vital to modern economic, political, and military survival.

• The problems of monopoly power in such giant organizations, as they arise, will require other remedies than those now available under the antitrust laws.

• Both atomization and surrender are impracticable. Centripetal forces in industries dominated by giant enterprise and giant unions derive integrated, persistent strength from the basic profit and efficiency drives of a free enterprise system.

To atomize or pulverize big corporations or big unions into numerous small units, even if possible, would not restore consumer sovereignty or give decision-making anonymity or disperse economic power among myriads of firms in self-regulating geographic, functional, and product markets so dear to romantic memory.

Power controls power. The Governmental effort required would have to be both overwhelming and continuous. Like the beard that grows each day despite repeated shaving, the drive for private gain obtainable through monopolistic practices and "tilting" demand and supply cannot be stopped by occasional antitrust suits. Least of all can it be stopped by admonitions from on high.

• Experience abroad demonstrates that surrender to bigness may toboggan into monolithic totalitarianism, both right-wing and leftwing, with resultant, intolerable abridgments of human freedoms both within such organizations and in the state. The primary victims are consumers, cooperatives, small businesses, workers, and individual freedoms of occupation, of speech, and of person.

• Antitrust policy in the U.S. may have helped, together with other more important safeguards, to preserve such freedoms, though, on balance, because of its total non-enforcement most of the time, including the NRA (National Recovery Administration) and war periods, and because the Government is nearly always overmatched in an unequal contest with giant enterprises, antitrust policy has not served to expand, broaden, or deepen these freedoms.

• The area of free, competitive enterprise, the percent (estimated at 65 to 70%) of total economic activity not chronically afflicted by conspiracies in restraint of trade, by monopolizing, by attempts to monopolize, and by restrictive practices tending to lessen competition, may not have declined. It certainly has not increased.

• While, theoretically, the effect of monopolistic activities is to misallocate resources, raise prices, and reduce innovation, productivity, employment, and consumption, and although these effects have occasionally been traceable in particular products or industries, the effects on the economy in general are lost, beyond unequivocal identification or measurement, in the welter of interactions of other more powerful economic forces.

• Due to gross inadequacy of quantitative data, tests of social performance where several variables are involved, yield unreliable and ambiguous results, so far as the economy as a whole is concerned. Many totalitarian countries, notably Nazi Germany and Russia, achieved rapid rates of economic growth, reduced unemployment to negligible proportions, and drastically controlled domestic inflation. These achievements they ascribe to the abolition of free competitive enterprise and the adoption of the one-industry, one-firm principle, under which firms are united into an all-embracing corporation (hence the corporate state) or a compulsory cartel or committee (Soviet) headed by a Government-appointed industrial leader (duce, fuhrer, or commissar).

• The impact, if any, of antitrust policy on economic growth, employment, and price levels is indirect rather than direct. Consequently, treatises on economic development mention it only in passing while emphasizing such direct factors in economic growth as capital investment, managerial skills, technical "know-how", expanding transportation facilities, and rising consumer buying power.

Employment theories similarly stress aggregative demand, access to training and education, occupational and regional mobility, and technological change. Among price theories one likewise finds many giving large space to discussions of monetary, fiscal, and budget policies, interest rates, commercial and mortgage borrowing, business confidence, even sunspots. But antitrust policy is ignored, presumably as de minimus.

Whatever the impact of antitrust policy, it seems to be incapable of quantitative measurement; it is presumably small and indirect.

• On the other hand, the dispersion of individual prices, as contrasted with their general level, has frequently been treated as being affected both directly and indirectly. Assistant Attorneys General in charge of the Antitrust Division, particularly when requesting appropriations, often point to specific direct effects of antitrust actions.

By implication, so do the farmers in their complaints during periods of price decline in farm products, pointing out that they are being squeezed by the manufacturers and distributors of the machinery, fertilizers, building material, etc., which they buy. So, at times, do some of the "administered" price theorists, especially those urging that the Government immediately initiate antitrust suits with prayer for a 3-D remedy. Superficially, so do those who profess to see a "vicious trade union monopoly" except insofar as their recommendation of "vigorous antitrust action" is merely an insincere advocacy of harassment.

• Difficult as is the measurement of the impact of antitrust policy in general upon growth, employment, and price levels, that of assessing the effectiveness of particular antitrust statutes is even more hazardous, especially so the differentiation of superficial legal change from basic alteration in economic practice.

• The surface changes have been numerous. In a recent volume Prof. Joe S. Bain of the University of California has summarized his findings thus:

"Overt practices and policies of predation and exclusion, such as might constitute offenses against section 1 of the Sherman Act, have been * * * thoroughly discouraged, though by no means entirely eliminated.

"There has been a corresponding implied encouragement to leading or dominant firms in oligopolistic industries to pursue policies of 'live and let live' with respect to smaller competitors * * *. Our antitrust policy has thus tended to favor oligopoly over monopoly, less concentrated oligopoly than might otherwise emerge, and oligopoly without express predatory and exclusionary barriers to entry.

"The general effect of our antitrust policy has not been directly to deter the development of relatively high oligopolistic concentration, or to reduce it when it does develop. (Recent actions nipping mergers in the bud, such as the Youngstown-Bethlehem Steel case and the Pabst-Blatz Brewery Co. case, could, if continued, modify this finding.)

"Only a very small proportion of potentially offending industries are ever brought to court.

"As to the relevant Clayton Act provisions, the enforcement of section 2 against price discrimination, although it has resulted in some noticeable revisions in market conduct, has not apparently had any significant direct effects on market structures. * * * Large buyers, previously advantaged by price discrimination in their favor, have usually found alternative ways of maintaining their advantages without violating the law.

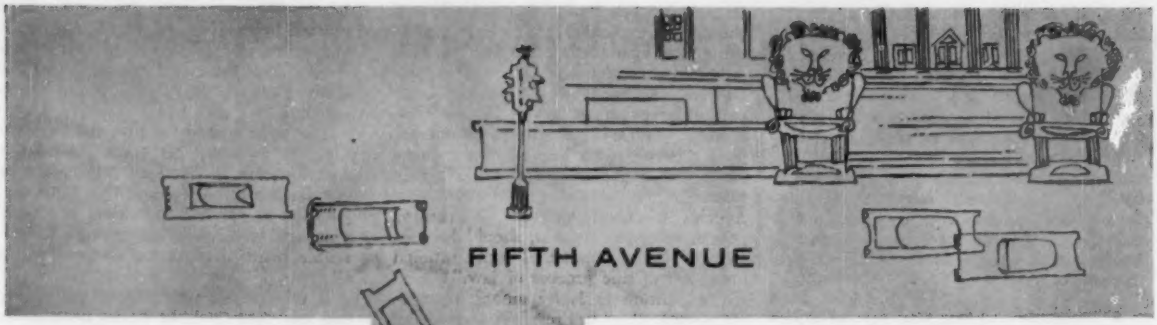
"The supplemental and more specific prohibitions of the Clayton Act have not as yet added importantly to the total antitrust policy.

"The existing antitrust laws are considerably better than no such laws at all but they have fallen significantly short of the task of entirely or largely suppressing monopolistic performance tendencies in the economy."

• Antitrust policy has been conduct-oriented and sought to alter behavior by police action.

It has cracked down vigorously on "conspiracies in restraint of trade," driven them underground, and stimulated the ingenuity of corporation lawyers to find new legal cloaks for restrictive practices.

It has failed almost entirely with respect to giant enterprises and their "unreasonable market power." These, merely



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by their existence and market occupancy, cause smaller competitors to dampen their competitive ardor, to acquiesce in "staying in their place" while the colossi exploit each new development and every new opportunity as it arises with all the advantages of a going concern with articulated know-how and exclusive market organization. Even governments, by their procurement, research, exemption, and other policies, have promoted monopoly. Regulatory agencies have abetted giant enterprises to the detriment of competition.

• The basic problem, however, as Senator O'Mahoney has repeatedly pointed out, is one of restructuring power, of substituting positive for negative action, **of establishing a national rule for national corporations.**

The protection against encroachment upon individual liberties by state and Federal Governments now provided by procedural and substantive due process under the 5th and 14th amendments should be expanded to include similar protection against the creatures of such governments, notably the organs entrusted with economic power, the large corporate concentrates, the factory community. These "private governments" pose a problem for the U.S. today similar to that which embroiled the Thirteen States in the critical period under the Articles of Confederation. "Governing power, wherever located, should be subject to the fundamental constitutional limitation of due process of law."

Competition in laxity among chartermongering states has resulted in granting many corporations excessive legal powers to be exercised in areas far beyond state control. Though the Federal Government was specifically given constitutional power over interstate commerce, it has failed, except in the case of banking, to give affirmative guidance in protecting the public interest. By virtue of such Federal default, state legislatures filled the gap. The corporations created by them in order to attain public ends through an appeal to private interests have, in many instances, become more powerful than the states themselves.

The basic remedy is that the corporation be required to make affirmative contributions to freedom and justice as our distinguishing values. The giant corporation is not the individual economic unit writ large, working through the invisible hand to maximize the welfare of all.

It is a power unit having the ability and capacity to make decisions directly shaping the values of others, to impose deprivations and bestow rewards which control the behavior of others. Because of massive technological changes, individuals need protection against arbitrary applications of such massive economic power fully as much as against that of state and Federal Governments.

The challenge in this is to find the legal—that is the constitutional—basis for a decision-making process that would be reasonably calculated to further the national interest. This is a greater challenge than that of dealing with the growth of corporate centers of power, for it calls for the preservation of democratic values imbedded in the Constitution while simultaneously devising means to transcend the shortcomings of mass democracy. It is no exaggeration to say that the American constitutional system will prosper or founder according to the manner in which this challenge is met.

Until such time as the 5th and 14th amendments are expanded to provide for protection of individuals, not merely against governments but against creatures of government such as the corporation, **Federal charters or supplementary licenses to state charters may be needed for firms engaged in interstate commerce, affirmatively to describe unreasonable market power, to clarify the legal from the illegal, to provide incentives for voluntary spinoffs, and to prescribe definite penalties including revocation of the license to operate,** much in the way licenses to drive motor vehicles are suspended or revoked in extreme instances of irresponsible driving.

Admonitions, injunctions, cease-and-desist orders, and fines have proved to be only a fraction as effective in promoting safety on the highways as suspending the license to drive.

Giant firms, like giant trucks, ply the national highways of commerce. Their operators should be given a limited grant of powers retainable only by continued observance of minimum regulations as specified in their Federal charter or supplementary license.

Some such measure, first recommended by the Commission on Industrial Inquiry in 1902, then by Presidents Theodore Roosevelt, Taft, and Wilson, recommended again by the Temporary National Economic Committee and by several outstanding scholars in antitrust matters, **is fundamental if antitrust policy is to make a larger positive contribution to economic growth, high level employment, and stable price levels.**



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Metro Area Buying Power Maps

Special Buying Power Maps are now being prepared for all major metropolitan areas. These maps pinpoint concentrations of buying power according to the various residential areas, by indicating the location of high, low and middle income groups. They are now available for about 15 major metro areas, and will be available for the top 50 areas by the Spring of 1961, and will incorporate all official changes in the definitions of metro areas. See insert opposite page 96.



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PANCAKE MIX	**Good Housekeeping Seal Brand**	**+ 49.8%**
	All other brands	+ 31.3%
DRUG PRODUCT	**Good Housekeeping Seal Brand**	**+ 13.1%**
	Other brand	− 31.6%

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Marketing on the Move

3-Year Growth Trends in METROPOLITAN AREAS

Population, Income, Sales Projections to January, 1962

In continued response to requests of readers, we again present projections for metropolitan areas of the basic marketing factors: population, sales and income. As indicated in our November 10 issue of last year, the chief uses of such projections were:

Realignment of territories.

Closer relating of advertising expenditures to sales potentials.

Planning for the expansion of the sales force.

Determining potentials for the companies' distributors.

Where to test new products.

Location of new factories.

Location of new sales branch offices.

The tables in this section represent the first presentation of data based on the latest (and presumably final) set of official definitions of Standard Metropolitan Areas, including 21 newly recognized standard areas whose central cities were shown by the 1960 Census to have reached the required 50,000 population mark.

It is a matter of pride that all these new areas had been long recognized by the research staff of Sales Management and included among our "potential" metro areas—a designation we established and applied to certain markets in anticipation of government recognition, which must await official census reports. Some we have listed as "potential" for the past seven years or more.

Here are the new areas, with asterisks indicating those that were listed as potential areas as far back as the May 10, 1952 *Survey of Buying Power:* Abilene, Tex.*; Albany, Ga.; Billings, Mont.; Brownsville-Harlingen-San Benito,* Tex.; Colorado Springs,* Colo.; Eugene, Ore.; Fargo-Moorhead, N.D.; Fort Lauderdale-Hollywood, Fla.; Great Falls, Mont.; Huntsville, Ala.; Lake Charles, La.; Las Vegas, Nev.; Lawton, Okla.; Midland, Tex.; Monroe, La.; Odessa, Tex.; Provo-Orem, Utah; Reno, Nev.; Texarkana,* Tex.; Tuscaloosa, Ala. and Tyler, Tex.

The new changes bring the number of standard areas to 203; to which we add 97 "potential" areas, for a total of 300.

The second point to be noted is that all population and income estimates for all metropolitan areas have been realigned to the new April, 1960 Census population base, marking perhaps the first systematic research use to which the new population data have been put. These results while still called "preliminary" by the Bureau are expected to come quite close to final figures.

We have projected population, income and retail sales ahead to cover the coming year. Again, we must make our usual disclaimer that these projections are not forecasts; they are a mechanical extension into the coming year of recent trends in force in each county. We show for each county and area a growth trend index for the period 1958 through 1961, which can also be regarded as the index for the period 1956-1959.

The basic assumption involved in these projections is that population will continue to grow at annual rate of 1.7%, income and sales at 3%.

If 1961 proves to be a cyclically depressed year, as some pessimistic observers assert, our projections here may be on the high side. However, we think that the more conservative approach is to use the longer term or "secular" growth trends rather than an uncertain cyclical projection. There are many economists who argue that the cyclical weakening in evidence in 1960 has already run its course, and that 1961 will therefore show a gain in sales and income of 5% or better. Others assert that our world position requires annual gains of the order of 5%, and that anything lower is "unthinkable." By using the conservative 3% figure, we wish to avoid this kind of fruitless argument.

The projections here are designed to throw light on the *relative* growth of the various areas, rather than offer speculations on absolute growth trends. For that reason we draw particular attention to the metropolitan area ranking of population, income and sales at the end of 1961. These will probably stand regardless of what the overall growth trend will be. Here we have a valid indication of how the marketing future will look.

We also add our usual analytic ratios: % of U.S.A. (including Alaska and Hawaii), per capita and per household ratios for income and sales, Buying Power Index and Quality Market Index. In this respect the figures below can be regarded as a preview of data that will appear in final form in the May 10, 1962 *Survey of Buying Power.*



71 PERCENT OF DELAWARE VALLEY'S AUTOMOTIVE SALES ARE MADE IN THE SUBURBS



Sources: 1960 Sales Management Survey of Buying Power; Continuing Study of Adult Newspaper Readership by Sindlinger & Company, Inc. based on over 50,000 interviews, 1957-59. (Summary of 1959 study available on request.)

The Philadelphia Inquirer delivers your advertising to 33% more suburban men readers than does any other Philadelphia newspaper.

Summary of Data by States and Sections

SECTIONS AND STATES	POPULATION SM Estimates as of 1/1/62			EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62					RETAIL SALES SM Estimates, year ending 1/1/62				SALES—ADV. CONTROLS	
	Total (thous.)	% of U.S.A.	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Per Capita	Per House-hold	3-Year Growth Index Yr.End. 1/1/62	Total ($000)	% of U.S.A.	Per House-hold	3-Year Growth Index Yr.End. 1/1/62	Buying Power Index	Quality Index
NEW ENGLAND														
Connecticut	2,630.1	1.4196	768.5	6,685,820	1.8814	2,542	8,700	120	3,510,425	1.5397	4,568	108	1.6866	119
Maine	986.7	.5325	279.7	1,692,366	.4762	1,715	6,051	115	1,119,511	.4911	4,003	105	.4919	92
Massachusetts	5,283.2	2.8517	1,537.5	11,610,196	3.2665	2,198	7,551	116	6,943,038	3.0454	4,516	109	3.1172	109
New Hampshire	621.1	.3352	182.6	1,150,948	.3240	1,853	6,303	120	798,161	.3500	4,371	118	.3339	100
Rhode Island	866.9	.4679	253.9	1,681,096	.4730	1,939	6,621	112	1,013,261	.4445	3,991	105	.4634	94
Vermont	396.7	.2140	110.8	682,931	.1921	1,722	6,164	120	490,499	.2152	4,427	112	.2033	95
	10,784.7	5.8209	3,133.0	23,503,357	6.6132	2,179	7,502		13,874,895	6.0659	4,429		6.2962	108
MIDDLE ATLANTIC														
New Jersey	6,311.6	3.4065	1,886.0	14,584,512	4.1039	2,311	7,816	117	8,314,670	3.6469	4,466	114	3.8273	112
New York	17,273.5	9.3233	5,241.0	39,564,953	11.1330	2,291	7,549	111	22,904,907	10.0461	4,370	108	10.4481	112
Pennsylvania	11,585.2	6.2532	3,322.0	22,733,166	6.3966	1,962	6,843	112	13,531,043	5.9348	4,073	109	6.2294	108
	35,170.3	18.9830	10,429.0	76,882,631	21.6335	2,186	7,372		44,750,620	19.6278	4,291		20.5018	108
EAST NORTH CENTRAL														
Illinois	10,384.8	5.6055	3,201.3	24,080,227	6.7756	2,319	7,522	117	14,267,819	6.2578	4,457	114	6.3882	114
Indiana	4,848.6	2.6160	1,476.0	9,191,436	2.5867	1,896	6,227	113	5,783,904	2.5371	3,919	112	2.5777	99
Michigan	8,199.1	4.4251	2,374.1	16,255,356	4.5737	1,983	6,847	114	10,021,220	4.3956	4,221	111	4.4905	101
Ohio	10,110.6	5.4573	3,020.5	20,473,759	5.7606	2,025	6,778	114	12,412,014	5.4439	4,109	112	5.6080	103
Wisconsin	4,079.2	2.2019	1,184.5	7,481,546	2.1053	1,834	6,316	113	4,918,070	2.1573	4,152	107	2.1402	93
	37,620.3	20.3058	11,256.4	77,482,324	21.8020	2,060	6,883		47,403,027	20.7916	4,211		21.1996	104
WEST NORTH CENTRAL														
Iowa	2,807.7	1.5153	861.0	5,045,756	1.4203	1,797	5,860	107	3,916,709	1.7182	4,549	113	1.5286	101
Kansas	2,249.8	1.2149	702.5	4,252,121	1.1964	1,890	6,053	117	2,675,027	1.1727	3,808	110	1.1930	98
Minnesota	3,506.1	1.8919	1,011.7	6,349,617	1.7871	1,811	6,276	116	4,327,642	1.8982	4,276	109	1.8414	97
Missouri	4,421.1	2.3863	1,379.1	8,378,058	2.3573	1,895	6,075	113	5,099,402	2.4996	4,133	112	2.4056	101
Nebraska	1,438.9	.7764	439.6	2,638,683	.7423	1,834	6,002	109	1,859,376	.8153	4,230	102	.7710	90
North Dakota	638.4	.3445	171.6	1,010,475	.2844	1,583	5,889	116	816,603	.3579	4,759	104	.3188	92
South Dakota	694.0	.3750	200.4	1,085,867	.3056	1,565	5,418	105	839,199	.3680	4,188	103	.3382	90
	15,756.0	8.5043	4,765.9	28,760,577	8.0934	1,825	6,035		20,133,963	8.8299	4,225		8.3967	99
SOUTH ATLANTIC														
Delaware	468.6	.2528	135.9	1,119,253	.3150	2,389	8,236	117	672,196	.2949	4,946	110	.2966	117
District of Columbia	775.4	.4185	227.4	1,880,945	.5293	2,426	8,272	104	1,404,261	.6159	6,175	106	.5331	127
Florida	5,220.3	2.8174	1,580.8	9,137,470	2.5714	1,750	5,780	132	7,822,386	3.4309	4,948	125	2.8783	102
Georgia	4,031.2	2.1753	1,076.5	6,050,819	1.7023	1,501	5,621	120	4,091,487	1.7942	3,801	113	1.8246	94
Maryland	3,250.8	1.7545	897.2	6,359,803	1.7897	1,956	7,088	116	3,836,593	1.6826	4,276	117	1.7506	100
North Carolina	4,685.9	2.5288	1,145.1	6,248,184	1.7582	1,333	5,456	114	4,539,977	1.9914	3,966	115	1.9823	78
South Carolina	2,439.1	1.3166	599.9	2,904,940	.8173	1,191	4,842	110	1,938,500	.8504	3,231	111	.9271	70
Virginia	4,071.6	2.1976	1,051.4	7,130,318	2.0066	1,751	6,782	123	4,299,197	1.8725	4,089	116	2.0046	91
West Virginia	1,885.7	1.0176	494.0	2,631,561	.7963	1,502	5,732	104	1,693,445	.7428	3,428	102	.8245	81
	26,828.6	14.4792	7,208.2	43,863,293	12.2961	1,827	6,057		30,298,011	13.2758	4,199		13.0215	90
EAST SOUTH CENTRAL														
Alabama	3,319.0	1.7916	868.9	4,499,101	1.2658	1,356	5,178	116	2,972,113	1.3033	3,421	112	1.3822	77
Kentucky	3,072.2	1.6584	837.7	4,244,464	1.1936	1,382	5,067	114	2,868,279	1.2583	3,424	118	1.3080	79
Mississippi	2,185.4	1.1797	570.1	2,474,422	.6964	1,132	4,340	123	1,684,165	.7383	2,954	115	.8086	68
Tennessee	3,648.1	1.9692	986.8	5,124,131	1.4419	1,405	5,196	117	3,635,335	1.5944	3,686	117	1.9931	81
	12,224.7	6.5989	3,262.5	16,342,118	4.5977	1,337	5,008		11,159,892	4.8943	3,421		5.3869	77
WEST SOUTH CENTRAL														
Arkansas	1,782.0	.9507	489.6	2,293,568	.6458	1,302	4,685	118	1,776,617	.7789	3,629	119	.7467	79
Louisiana	3,363.2	1.8154	914.6	5,049,957	1.4213	1,502	5,522	116	3,441,744	1.5093	3,763	122	1.5265	94
Oklahoma	2,313.3	1.2491	689.1	3,948,844	1.1115	1,707	5,730	115	2,600,232	1.1406	3,773	107	1.1478	92
Texas	9,935.3	5.3630	2,830.5	16,430,441	4.6231	1,654	5,805	108	12,179,777	5.3421	4,303	113	4.9998	93
	17,373.8	9.3782	4,923.8	27,722,810	7.8017	1,596	5,630		19,998,370	8.7709	4,062		8.4078	90
MOUNTAIN														
Arizona	1,389.6	.7500	394.9	2,320,487	.6530	1,670	5,878	123	1,899,067	.7968	4,601	132	.7155	95
Colorado	1,832.6	.9857	544.3	3,576,210	1.0068	1,951	6,570	120	2,438,978	1.0899	4,481	110	1.0221	103
Idaho	686.0	.3700	197.4	1,142,990	.3216	1,666	5,790	114	922,819	.4048	4,675	113	.3562	98
Montana	692.5	.3735	214.6	1,236,440	.3483	1,785	5,762	108	920,786	.4039	4,291	105	.3700	99
Nevada	304.6	.1644	95.9	687,727	.1935	2,258	7,171	125	502,123	.2204	5,236	113	.1961	119
New Mexico	998.0	.5388	281.3	1,637,315	.4608	1,641	5,820	123	1,195,104	.5239	4,574	125	.4953	92
Utah	937.8	.5063	257.5	1,558,916	.4386	1,662	6,054	121	1,082,211	.4748	4,203	120	.4630	91
Wyoming	340.3	.1839	100.2	649,094	.1827	1,907	6,478	114	451,506	.1981	4,506	101	.1876	102
	7,181.4	3.8756	2,066.1	12,809,179	3.6054	1,784	6,200		9,402,582	4.0926	4,551		3.8058	98
PACIFIC														
Alaska	250.5	.1352	52.9	527,986	.1484	2,106	9,973	109	230,837	.1012	4,364	109	.1316	97
California	16,583.4	8.9508	5,361.8	37,299,215	10.4836	2,247	6,949	120	24,003,016	10.5278	4,477	122	10.1903	114
Hawaii	650.2	.3510	155.9	1,208,775	.3401	1,858	7,754	118	604,688	.2653	3,879	114	.3198	91
Oregon	1,863.7	1.0057	603.3	3,372,189	.9490	1,808	5,590	113	2,363,963	1.0367	3,918	110	.9867	98
Washington	2,986.0	1.6116	965.9	5,850,410	1.6459	1,959	6,057	113	3,875,674	1.7002	4,013	118	1.6553	103
	22,333.8	12.0541	7,139.8	48,218,185	13.5670	2,159	6,753		31,078,178	13.6312	4,353		13.2837	110
TOTAL U.S.A.	185,273.6	100	54,184.7	355,384,474	100	1,918	6,559	115	227,997,538	100	4,207	113	100.0000	100



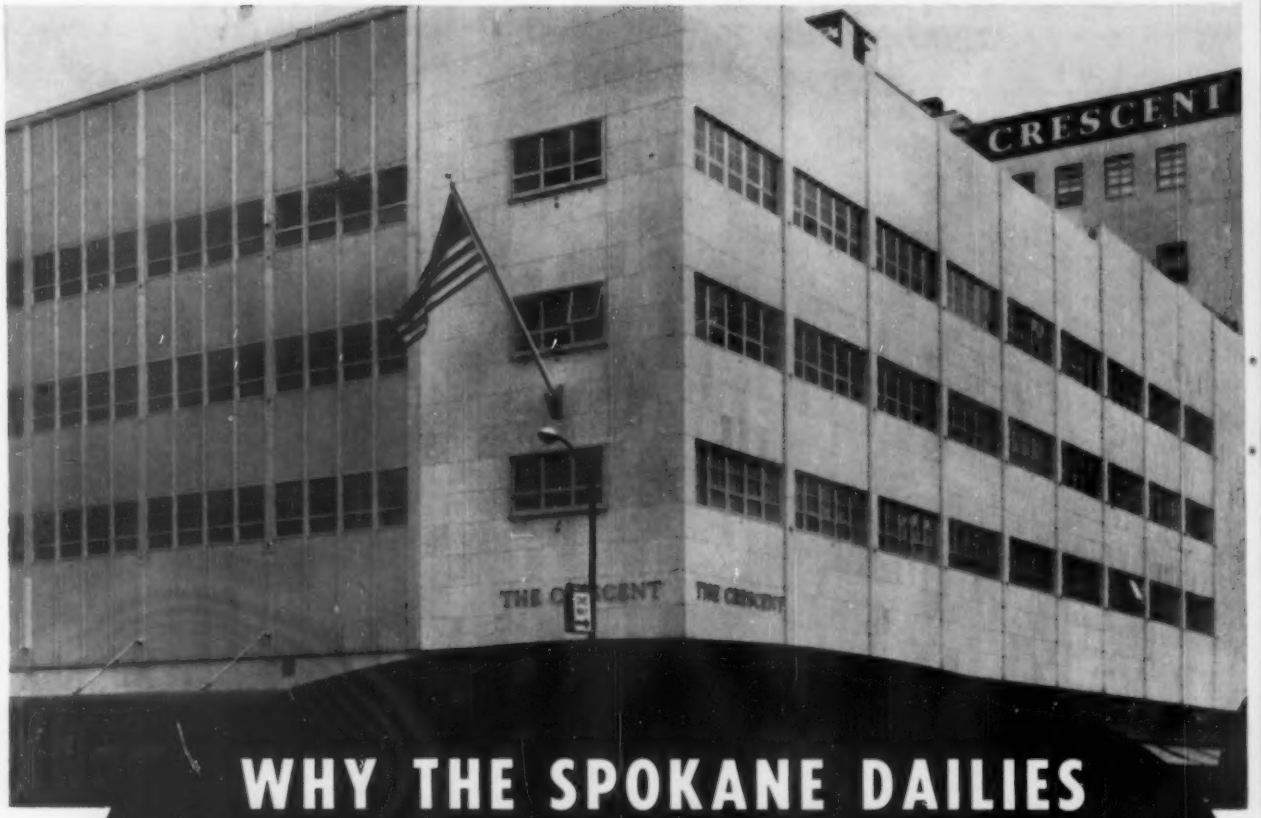
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WHY THE SPOKANE DAILIES SELL A MARKET 4 TIMES AS BIG AS ITS METRO AREA

Break-Down of the Total Market You Sell with the Spokane Dailies

	Metropolitan Spokane	24 County Retail Trading Zone*	Total 36 County Spokane Market
Population	291,100	685,400	1,159,200
Net Income	$578,498,000	$1,315,099,000	$2,118,727,000
Retail Sales	$379,688,000	$ 847,233,000	$1,428,990,000

* 24 complete counties shown. Latest data, with exception of circulation, unavailable for parts of counties defined by A.B.C.
Source: Sales Management, "Survey of Buying Power," July 10, 1960

Combined Daily Circulation
Over 160,000
86.41% UN-duplicated

Circulation: Publisher's statements to A.B.C., March 31 1960
Duplication: R. L. Polk & Company

Cover the Inland Empire like the sunshine

THE SPOKESMAN-REVIEW
SPOKANE DAILY CHRONICLE

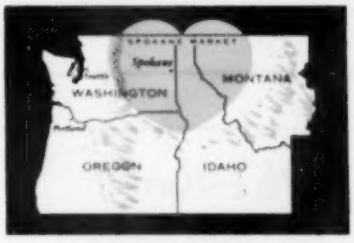
Advertising Representatives: Cresmer & Woodward, Inc., Sunday Spokesman-Review carries Metro Sunday comics and This Week magazine.



"Our years of retailing have shown us the Big Plus-Business market outside Spokane.

"To achieve maximum sales volume, an alert retail store must look beyond its metropolitan market for plus business. For many years, The Crescent has used The Spokesman-Review and Spokane Daily Chronicle to develop mail-order business as well as store traffic. Today a substantial portion of our volume comes from customers throughout the 80 thousand square mile area served by these papers. We at The Crescent know that the Spokane Market is much bigger than it looks, for we depend upon it for plus volume."

R. A. Paterson
president and general manager
The Crescent, Spokane, Washington



Marketing men agree the true measurement of a market is people and the money people have and spend. Also, that buying habits as well as common social and business interests transcend imaginary boundaries. Because Spokane is 289 miles or more from cities of comparable size, it is the social and trading center, the "Big City" for over a million people in 36 counties. This is why the market cannot be measured by Spokane's metro figures . . . why it is 4 times as big as it looks.

Spokane's two newspapers, The Spokesman-Review and Spokane Daily Chronicle, are "local" papers to families in this big marketing area. Whereas less than 5½% of them receive coastal city papers, approximately 50% receive the Spokane dailies. 70% of the families in Spokane's 24 county Retail Trading Zone and over 90% of the families in Metropolitan Spokane receive these newspapers.

Few newspapers, anywhere, sell so large a market. Few enjoy the almost complete domination of a market where over a million people live . . . where the buying income exceeds $2 billion.

You easily, effectively sell this important market with The Spokesman-Review and Spokane Daily Chronicle. They're an economical, one "Newspaper-Buy" – an "A" schedule *must* if you sell in the Pacific Northwest.

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Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA / County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
	Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
CONNECTICUT																	
Standard Areas																	
BRIDGEPORT-STAMFORD-NORWALK . . . . . Fairfield	660.8	.3675	40	199.9	1,942,469	.5468	27	2,853	9,737	121	949,411	.4184	38	4,759	99	.4717	128
HARTFORD-NEW BRITAIN Hartford	718.9	.3880	39	208.9	1,845,834	.5194	29	2,568	8,836	121	1,012,676	.4442	33	4,848	110	.4706	121
NEW HAVEN-WATERBURY-MERIDEN . . . . . New Haven	678.2	.3661	41	199.8	1,638,540	.4611	33	2,416	8,201	117	899,052	.3943	38	4,500	116	.4221	115
Potential Areas																	
MIDDLETOWN . . . . . Middlesex	93.3	.0504	237	26.4	209,291	.0589	186	2,243	7,928	127	108,717	.0477	238	4,118	163	.0538	107
NEW LONDON-NORWICH New London	190.7	.1029	137	55.8	431,705	.1215	116	2,264	7,737	122	232,900	.1020	142	4,167	94	.1119	109
Total Above Areas	2,361.9	1.2749		690.4	6,067,839	1.7075		2,569	8,788		3,202,356	1.4046		4,638		1.5391	120
State Total	2,630.1	1.4196		788.5	6,685,820	1.8814		2,542	8,700	120	3,510,425	1.5397		4,568	108	1.6866	119

© SM, 1960.



OPEN HERE FOR A TRULY
NEW AND REVOLUTIONARY MAP

THE SANBORN BUYING POWER MAP

Turn this flap down and you will find a map of Baton Rouge, a prototype of a whole series now being issued by the Sanborn Map Company, Inc., with the help of Market Statistics Inc. and Sales Management, for all the metropolitan areas of the nation. Each area will appear on one or more standard map units. Each unit will comprise *180 square miles* of land area. All residential sections, within and adjoining the limits of the principal city will be covered.

Each unit of 180 square miles is divided into fairly homogeneous neighborhood areas.

These maps group the bulk of urban American households by income class and neighborhood area. Of some 52 million households in the U. S. as of January 1, 1960, about 37 million lived in metro areas. In the top 50 metro markets covered by the first set of Sanborn maps live 24.2 million households, or 47% of the national total, earning 53% of the total net effective buying income.

Actually such maps represent a further breakdown, into neighborhood areas, of the basic marketing data on all counties and cities to be found in Sales Management Survey of Buying Power.

How May This Map Be Used?

These maps serve two important functions for the first time in history.

First, by breaking down metro areas into the homogeneous neighborhood areas, we are in effect ignoring civil divisions and political boundaries to focus attention on all the many marketing communities that really make up metro areas.

Secondly, by ascertaining the number of low, middle and high income groups in each of these marketing communities we offer the quantitative controls necessary to establish market potentials for the entire range of consumer goods and services, the demand for which is affected by income.

For example, to take some very obvious cases—life insurance and automobiles are services and goods heavily dependent on income. Just as sales quotas for life insurance and autos on a broad area basis should be governed by the numbers of households in the various middle and upper income groups, so should the quotas (in theory) on a community basis be so governed. But such data have never before been readily available. Now an auto dealer can use these maps to pinpoint specific localities and neighborhoods, either for direct mail contact, or personal solicitation. In the same way insurance agencies, or district supervisors can use the maps and the data contained therein to set neighborhood quotas for local agents.

These maps will be useful to all national distributors wishing to pinpoint the demand for their goods and services for areas below the county and metro area level, as well as for retail store location. In addition, on a local basis, these maps will be of interest to banks, real estate agencies, advertising agencies, mail list houses, Chambers of Commerce, city planning officials, land developers, appliance dealers, door-to-door salesmen, insurance agents and to sales executives generally.

Eventually all the neighborhood data will in turn be put on punch cards so that all sales analysis now possible on a county level with the use of punch cards can be done on a neighborhood level. In time we will accumulate a library of separate punch cards, each containing income distributions for a separate "neighborhood community" of about 3,500 households on the average.

How The Maps Are Made

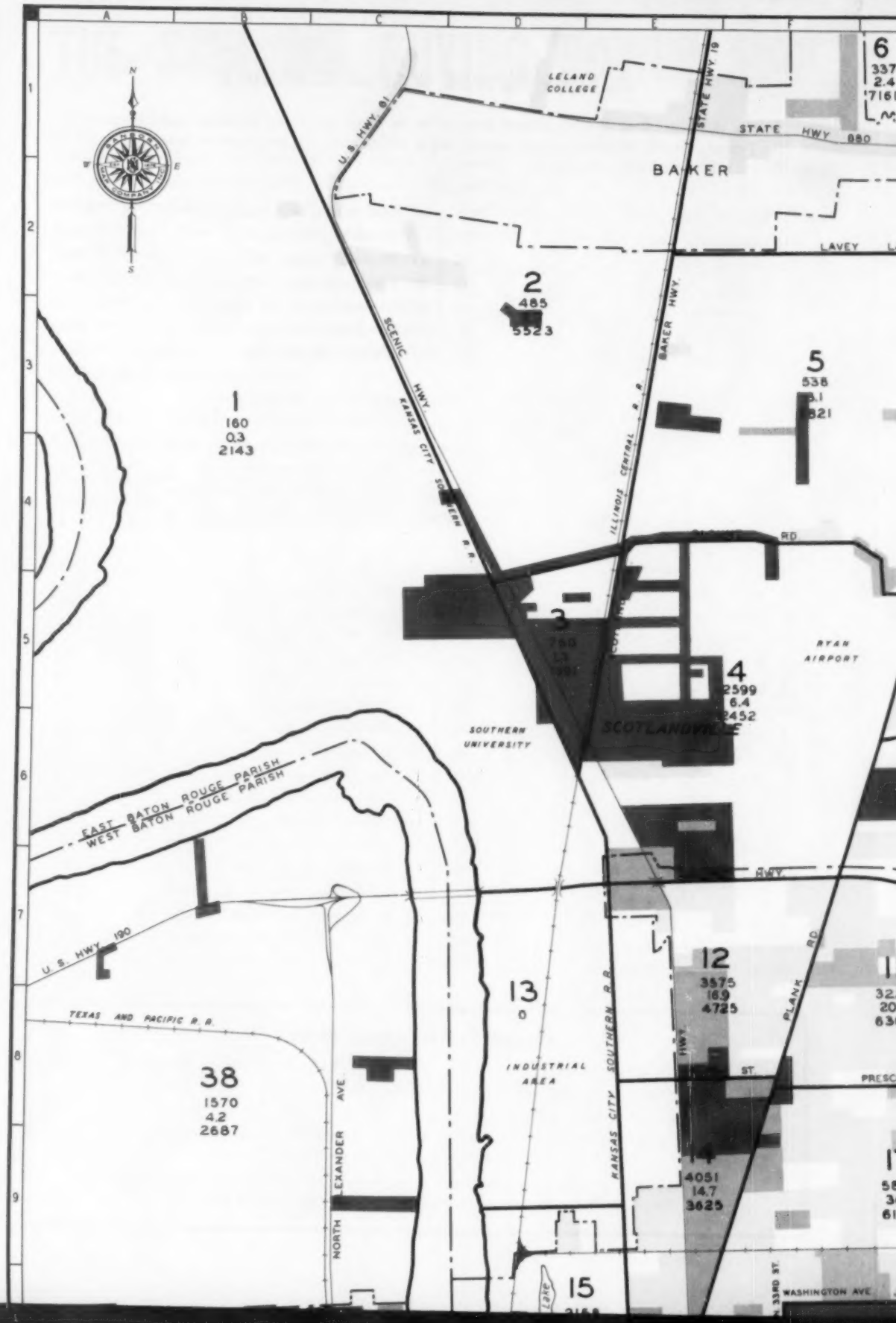
The Sanborn Map Company, Inc. has nearly 100 years of experience in preparation of highly detailed diagrammatic maps for all cities in the nation, which are extensively used by fire insurance companies as a guide to successful underwriting. A staff of over 100 surveyors is constantly recording from field observation the change in over 13,000 maps, covering towns of over 2,500 population. So complete are those maps, that the viewer can see at a glance that the house at 8 Pine St., for example, is a three-story dwelling, with a mansard roof covered with noncombustible shingles; that the walls are not solid brick, but a veneer over wood, and that two families live in that house. Also each residential block is classified by code into nine different categories of relative value.

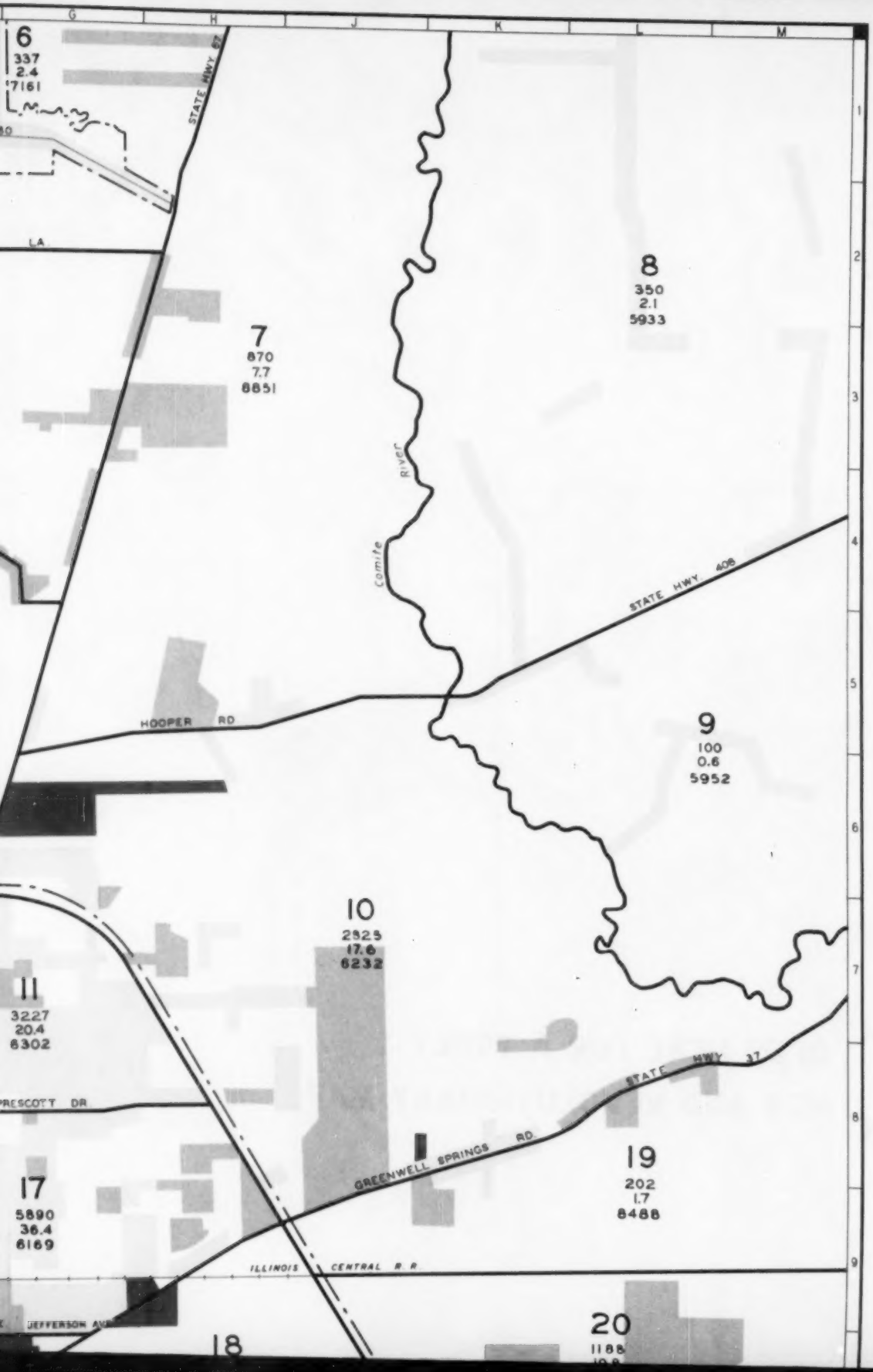
It is this truly amazing degree of detail that suggested to the research staff of Market Statistics and Sales Management that all households on the Sanborn maps might be sorted into the five income groups used in the Sales Management Survey of Buying Power. The sorting procedure is done as follows. It is assumed that of the 9 different quality classifications given to each block, grades 1 and 2 represented homes in which the head of household earned up to $2,500; grades 3 and 4 went into the next income group, $2,500 to $4,000; grades 5 and 6 went to the income group $4,000 to $7,000; grades 7 and 8 into the group $7,000 to $10,000, and finally, grade 9 into the $10,000 and over group.

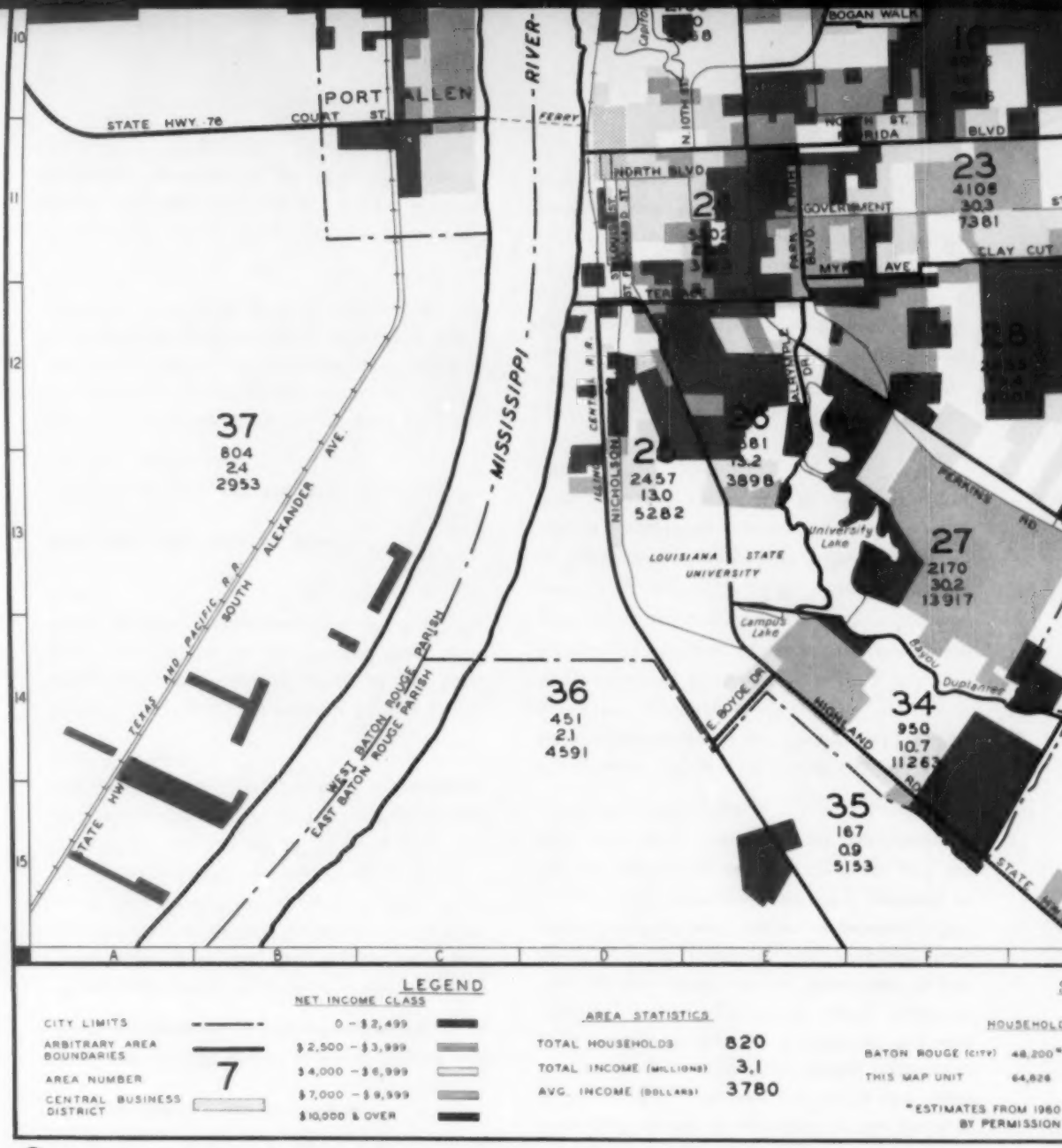
After performing this translation for each corporate city, the totals in each income group were compared with the Survey of Buying Power controls, and adjusted thereto. For sections beyond the corporate limits a discretionary projection of city adjustments was applied. Thus the resulting data are fully compatible with all Survey estimates.

These maps will be updated every other year on the average, but whenever they appear, in accordance with the schedule of release dates, they will be based on the latest available control estimates assembled by the staff of Market Statistics. In this way, all new Census benchmarks, information on new annexations, etc. . . . will be incorporated into each map. For example these maps will indicate the presence of all new housing developments, highways and expressways constructed as late as June 1960 based on the latest possible field surveys, aerial photos, etc.

Please turn to rear fold for complete details on schedules of release dates, price, etc. . . .


A
B
C
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1
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6
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9
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S
E
W
LELAND COLLEGE
STATE HWY 19
STATE HWY 990
U.S. HWY 61
BAKER
LAVEY
SCENIC HWY
KANSAS CITY SOUTHERN R.R.
ILLINOIS CENTRAL R.R.
BAKER HWY
RD
RYAN AIRPORT
SOUTHERN UNIVERSITY
SCOTLANDVILLE
EAST BATON ROUGE PARISH
WEST BATON ROUGE PARISH
U.S. HWY 190
TEXAS AND PACIFIC R.R.
INDUSTRIAL AREA
KANSAS CITY SOUTHERN R.R.
PLANK RD
HWY
ST
NORTH
ALEXANDER AVE
33RD ST.
WASHINGTON AVE
1
160
0.3
2143
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485
5523
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2599
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2452
5
538
8.1
821
6
12
3575
16.9
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4051
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1570
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G
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6
337
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7161
STATE HWY 82
LA
7
870
7.7
8851
8
350
2.1
5933
Comite River
STATE HWY 408
HOOPER RD
9
100
0.6
5952
10
2925
17.6
6232
11
3227
20.4
6302
PRESCOTT DR
STATE HWY 37
GREENWELL SPRINGS RD
19
202
1.7
8488
17
5890
36.4
6169
ILLINOIS CENTRAL R.R.
JEFFERSON AVE
18
20
1188



LEGEND

NET INCOME CLASS

CITY LIMITS	0 – $2,499
ARBITRARY AREA BOUNDARIES	$2,500 – $3,999
AREA NUMBER 7	$4,000 – $6,999
CENTRAL BUSINESS DISTRICT	$7,000 – $9,999
	$10,000 & OVER

AREA STATISTICS

TOTAL HOUSEHOLDS	820
TOTAL INCOME (MILLIONS)	3.1
AVG. INCOME (DOLLARS)	3780

HOUSEHOLD

BATON ROUGE (CITY)	48,200*
THIS MAP UNIT	64,826

*ESTIMATES FROM 1960
BY PERMISSION

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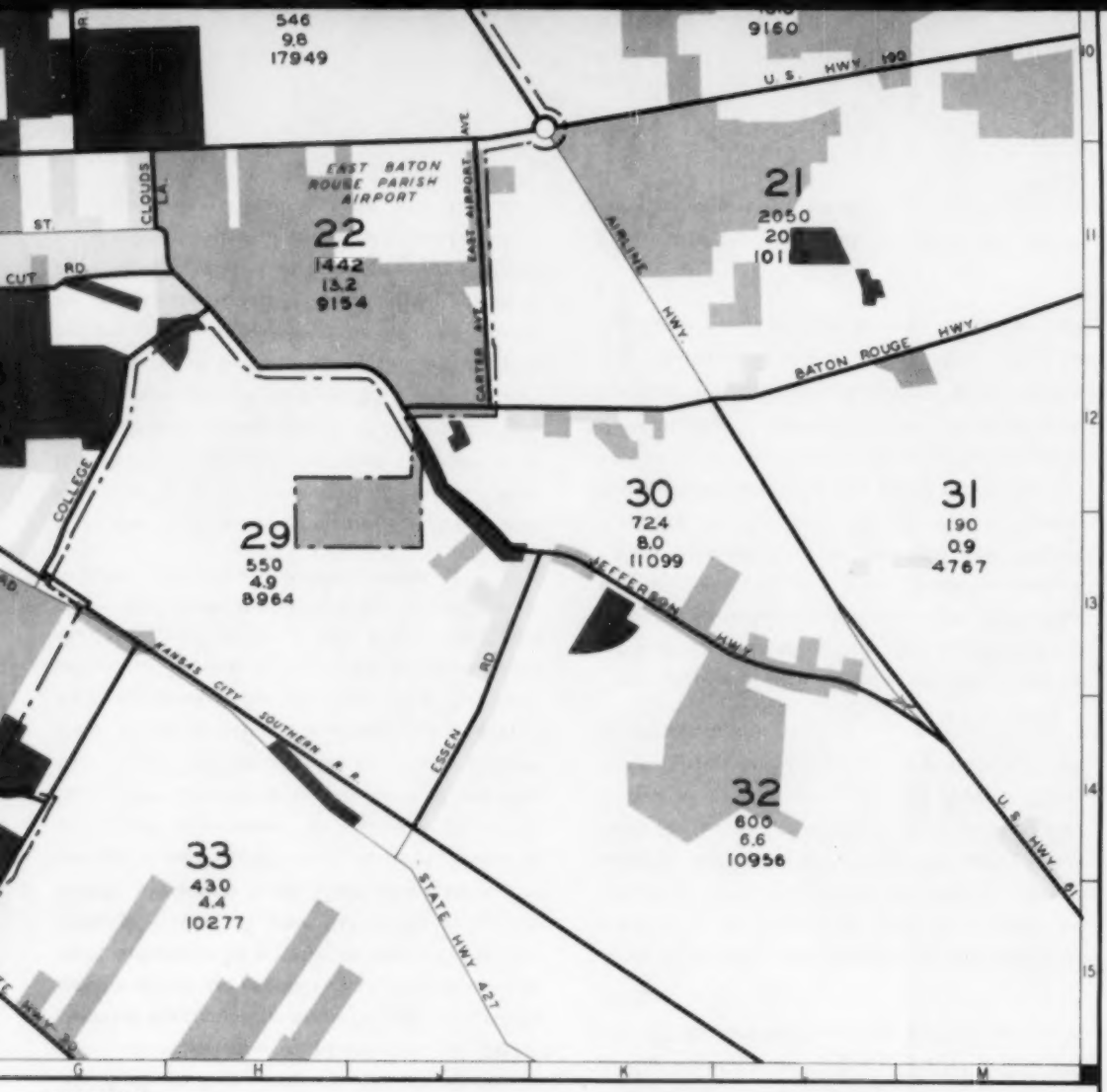
Explanations

The above sample map unit is 85% of actual size.

A standard Buying Power Map unit covers 12 by 15 miles or 180 sq. mi. of land area at a scale of 1" = 4000'. Two folds will reduce the standard map unit to size 8½" x 11". More than one standard unit will be required for coverage of very large metro areas but since the mileage scale will be constant, multi-units can be joined to create a one piece wall map. Each division of the border index is a mile in length thereby facilitating the overlay of a mile square grid.

Each map unit is divided into fairly homogeneous neighborhood areas which are arbitrarily numbered and defined as far as possible in terms of income, size, major arteries and natural boundaries. Thus area 28 in Baton Rouge is seen to consist of 2,655 high-income households earning a total net income of $45.4 million, average net income of $17,005—evidently an extremely high neighborhood. The dark blue color indicates the location of holds earning over $10,000. In a similar manner, the re indicates the precise location of low income households other three colors designate the various middle income Uncolored sections are either undeveloped, industrial or com in character.

Street names, other than those used to define boundaries, are to avoid needless clutter. The omitted street names which color segments, as well as location of outlets, plants, and structures can be provided by the Sanborn Map Co., Inc custom basis.



SUMMARY

EHOLDS	NET INCOME (MILLIONS)	AVG. NET INCOME
9,200*	$311.9*	$6470*
4,826	$415.5	$6409

* 1980 EDITION "SURVEY OF BUYING POWER"
SSION OF SALES MANAGEMENT INC.

BUYING POWER MAP

BATON ROUGE, LA.

URBAN & SUBURBAN AREA

DISTRIBUTION AND RELATIVE BUYING POWER OF HOUSEHOLDS

BASED ON LOCAL AVERAGE NET INCOME PER HOUSEHOLD

SCALE 1: 48,000 or 1" = 4000'

4000 2000 0 4000 1 MILE

RESERVED. THIS WORK MUST NOT BE COPIED IN WHOLE OR IN PART.

PRICE $15.00 POSTPAID

lion, for an
high income
on of house-
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come range.
r commercial

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which bound
and special
, Inc., on a

1 2 3 4 5 6 7 8 9 10
11 12 13 14 15 16 17 18 19 20
21 22 23 24 25 26 27 28 29 30
31 32 33 34 35 36 37 38 39 40
41 42 43 44 45 46 47 48 49 50

Put me on mailing list for:

( ) Details on other uses of Sanborn Buying Power Maps.

( ) Release dates of maps for additional metro areas.

Sanborn Map Company, Inc. Dept. SS
629 Fifth Avenue, Pelham, N. Y.

Please send postpaid _____ copies ea. of Buying Power Maps as designated by circled numbers to left (see rear fold for identification of numbers, schedule and prices).

Name _____ Title _____

Firm _____

Street _____

City _____ State _____

( ) Bill me. ( ) Payment enclosed.

BUYING POWER MAP — SCHEDULE

10/31/60

In the publication of Buying Power Maps it is the intention of the Sanborn Map Company, Inc., to give priority to the 50 metropolitan county areas which rank highest in total households. Of this group the following are published:

26	Atlanta, Ga. (4)	$60.	42	New Haven-Waterbury, Conn. (2)	$30.
21	Cincinnati, Ohio (2)	30.	4	Philadelphia, Pa. (6)	90.
35	Dayton, Ohio (1)	15.	43	Phoenix, Ariz. (1)	15.
27	Denver, Colo. (2)	30.	23	Portland, Ore. (2)	30.
33	Louisville, Ky. (2)	30.	44	Rochester, N. Y. (1)	15.
31	Indianapolis, Ind. (1)	15.	39	San Jose, Cal. (2)	30.
19	Milwaukee, Wis. (2)	30.	17	Seattle, Wash. (2)	30.

26 = 1960 ranking and code number for ordering.
(4) = number of map units.
$60. = price for single copy of complete map.

Buying Power Maps of the Remaining 36 Areas Will be Available Within the Next Six Months - Probably in the Following Sequence:

49	Norfolk-Portsmouth, Va. (1)	$15.	5	Detroit, Mich. (5)	$75.
10	Washington, D. C. (3)	45.	28	New Orleans, La. (2)	30.
45	San Antonio, Tex. (1)	15.	20	Kansas City, Mo. (2)	30.
34	Albany-Troy, N. Y. (2)	30.	40	Ft. Worth, Tex. (3)	45.
18	Houston, Tex. (4)	60.	22	Dallas, Tex. (4)	60.
9	St. Louis, Mo. (4)	60	30	Tampa-St. Petersburg, Fla. (2)	30.
36	Columbus, Ohio (1)	15.	3	Chicago, Ill. (9)	135.
6	San Francisco-Oakland, Cal. (6)	90.	24	San Diego, Cal. (3)	45.
32	Providence-Pawtucket, R.I. (2)	30.	25	Miami, Fla. (2)	30.
15	Buffalo, N. Y. (2)	30.	37	Hartford-New Britain, Conn. (1)	15.
13	Baltimore, Md. (3)	45.	48	Memphis, Tenn. (1)	15.
11	Cleveland, Ohio (3)	45.	14	Minneapolis-St. Paul, Minn. (2)	30.
8	Pittsburgh, Pa. (3)	45.	38	Jersey City, N. J. (1)	15.
50	Syracuse, N. Y. (1)	15.	12	Newark, N. J. (3)	45.
7	Boston, Mass. (4)	60.	16	Paterson-Passaic, N. J. (2)	30.
1	New York, N. Y. (10)	150.	41	Bridgeport-Norwalk, Conn. (4)	60.
46	Birmingham, Ala. (2)	30.	2	Los Angeles-Long Beach, Cal. (13)	195.
47	Worcester, Mass. (1)	15.	29	San Bernardino-Ontario, Cal. (3)	45.

BUYING POWER MAP — PRICES

Single copy.....	$15.00 per unit	— postpaid
Two copies same unit	25.00	— "
Three copies same unit	30.00	— "

Four copies same unit, $35.00 plus $5.00 each copy in excess of four

(Please add 3% sales tax in New York City)

Purchasers of 50 or more units will receive a complimentary looseleaf binder (value $10.00) in which their maps may be inserted for protection and orderly reference.

PORTLAND is MAINE

INCOME

Portland, Northern New England's only metropolitan area, is the heart of Maine. The state's major industries, its commerce, banking, transportation and recreational facilities are centered in or near Portland. Income per household estimated for Jan. 1. 1962 is $6,431; total for Portland's five-county area is over 1/3 of that of the state.

SALES

Portland is the largest wholesale and retail center north of Boston. Total retail sales of its five-county area amounted to $451,401,000 in 1959. Food sales were $117,097,000; automotive $56,862,000; general $48,229,000. These are the five counties where the Portland Press Herald — Evening Express provide daily coverage of 77% of the households.

TESTS

The rest of the nation as well as Maine looks to Portland as the Testingest Test Market in the U.S. More and more new products are being promoted in the Portland newspapers because Portland ranks

1—First in the U.S. as a 75,000-150,000 test city

6—Sixth among all U.S. cities

2—Second among all New England cities

***MAINE IS ON THE MOVE . . . BEHIND* PORTLAND**

Portland Metro Area ranks 139 in the U.S. in Population by 1/1/62; yet income ranking is 135, and Total Retail Sales Rank is 123.

Press Herald
Evening Express
Sunday Telegram

Portland Maine Newspapers

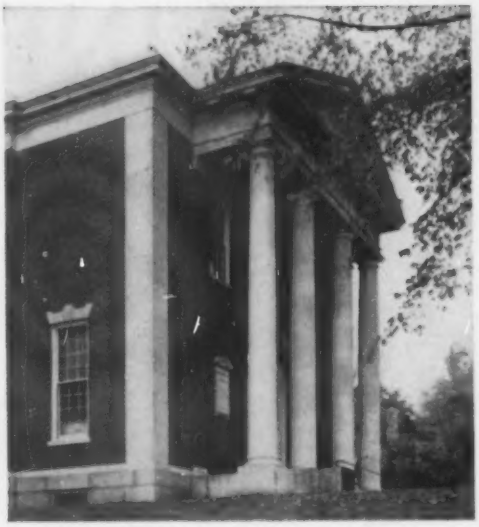
Represented by
The Julius Mathews Special Agency, Inc.

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
MAINE																		
Standard Areas																		
LEWISTON-AUBURN	Androscoggin	87.7	.0473	251	25.3	184,709	.0463	237	1,678	6,510	111	107,791	.0473	240	4,261	102	.0488	99
PORTLAND	Cumberland	186.1	.1004	139	54.9	353,044	.0993	135	1,897	6,431	119	262,270	.1150	123	4,777	108	.1042	104
Potential Areas																		
BANGOR	Penobscot	131.3	.0709	183	35.2	217,723	.0613	192	1,658	6,186	121	148,900	.0640	198	4,145	99	.0640	90
Total Above Areas		405.1	.2186		115.4	755,476	.2069		1,816	6,373		515,961	.2263		4,471		.2150	98
State Total		988.7	.5329		279.7	1,592,388	.4782		1,715	6,051	115	1,119,511	.4911		4,003	105	.4919	92
MASSACHUSETTS																		
Standard Areas																		
BOSTON		3,180.3	1.7166	6	914.3	7,297,762	2.0535	6	2,295	7,982	115	4,461,857	1.9570	6	4,880	109	1.9572	114
	Essex	584.8	.3156		178.2	1,282,255	.3609		2,193	7,196	117	788,155	.3457		4,423	128	.3472	110
	Middlesex	1,285.9	.6941		362.7	2,975,556	.8373		2,314	8,204	121	1,531,754	.6718		4,223	109	.7560	109
	Norfolk	541.7	.2924		154.6	1,413,374	.3977		2,609	9,142	126	672,051	.2948		4,347	130	.3458	118
	Suffolk	767.9	.4145		218.8	1,626,577	.4577		2,118	7,434	97	1,469,897	.6447		6,718	95	.5052	122
BROCKTON	Plymouth	254.3	.1427	102	81.2	542,488	.1526	95	2,053	6,681	132	315,667	.1385	104	3,888	124	.1484	103
FALL RIVER-NEW BEDFORD																		
	Bristol	404.8	.2184	68	122.6	769,352	.2165	60	1,902	6,275	111	452,040	.1986	77	3,684	113	.2115	97
PITTSFIELD	Berkshire	144.4	.0779	172	43.4	299,411	.0842	156	2,073	6,899	113	178,492	.0783	172	4,113	100	.0812	104
SPRINGFIELD-HOLYOKE		553.0	.2986	54	169.3	1,205,793	.3393	48	2,180	7,369	122	650,486	.2853	57	4,083	105	.3149	105
	Hampden	445.7	.2406		131.1	993,310	.2795		2,229	7,577	120	554,540	.2432		4,230	104	.2908	106
	Hampshire	107.3	.0579		29.2	212,483	.0598		1,980	7,535	132	95,946	.0421		3,402	111	.0541	93

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THIS IS WORCESTER . . .

the 2nd largest market in Massachusetts

Scholars the world over come to Worcester to study in the nation's foremost early American source library — the American Antiquarian Society. Founded in 1812, the Society treasures 750,000 copies of early American literature, thousands of them irreplaceable, including three quarters of all the books and pamphlets printed in the United States between 1640 and 1821.

This kind of leadership is strongly reflected in Metropolitan Worcester County's position, the 2nd largest market in Massachusetts, and one of the nation's Top "50" markets — 43rd in spendable income, 48th in population, an important BILLION DOLLAR county.

Worcester stands for big business, yours included.

CIRCULATION: DAILY 155,015 — SUNDAY 103,332



The Moloney, Regan & Schmitt representative knows Worcester.

WORCESTER TELEGRAM | The Evening Gazette | SUNDAY TELEGRAM

OWNERS OF RADIO STATION WTAG and WTAG-FM

WORCESTER, MASSACHUSETTS

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA / County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
	Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
MASSACHUSETTS (Cont'd)																	
WORCESTER..... Worcester.....	594.9	.3209	80	172.8	1,215,578	.3420	47	2,043	7,035	109	674,721	.2980	84	3,905	101	.3240	101
Total Above Areas	5,141.1	2.7750		1,493.6	11,330,382	3.1881		2,204	7,586		6,734,063	2.9539		4,509		3.0352	109
State Total.....	5,283.2	2.8517		1,537.5	11,610,196	3.2665		2,198	7,551	116	6,943,930	3.0454		4,516	109	3.1172	109
NEW HAMPSHIRE																	
Standard Areas																	
MANCHESTER..... Hillsborough...	181.2	.0978	143	54.2	363,418	.1023	130	2,006	6,705	119	252,915	.1109	126	4,666	116	.1040	106
Total Above Areas.....	181.2	.0978		54.2	363,418	.1023		2,006	6,705		252,915	.1109		4,666		.1040	106
State Total.....	621.1	.3352		182.6	1,150,948	.3240		1,853	6,303	120	798,161	.3500		4,371	118	.3339	100
RHODE ISLAND																	
Standard Areas																	
PROVIDENCE-PAWTUCKET.....	732.1	.3952	34	218.3	1,420,240	.3998	40	1,940	6,506	113	875,575	.3841	41	4,011	104	.3841	100
Bristol.....	39.2	.0212		11.1	76,817	.0216		1,960	6,920	135	32,548	.0143		2,932	125	.0193	91
Kent.....	121.5	.0656		36.1	240,914	.0678		1,983	6,674	154	126,743	.0552		3,483	130	.0636	97
Providence....	571.4	.3084		171.1	1,102,509	.3102		1,929	6,444	105	717,284	.3148		4,192	100	.3112	101
Total Above Areas.....	732.1	.3952		218.3	1,420,240	.3998		1,940	6,506		875,575	.3841		4,011		.3841	100
State Total.....	888.9	.4679		253.9	1,681,096	.4730		1,939	6,621	112	1,031,261	.4445		3,991	105	.4434	99

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A ONE-IN-A-MILLION TEST MARKET...

one newspaper... and a million and more prospects!



You can now cover one of the nation's top three test markets (and the Number *One* test market in New England!) thoroughly and *more economically than ever* with The Providence Journal-Bulletin. New Journal-Bulletin package plans—explained at right—make it easy.

And you'll like what The Providence Journal-Bulletin delivers. This one medium is the strongest selling force *throughout* New England's second largest market . . . a million-plus interstate population center where buying power is BIG . . . bigger than ever, as Sales Management shows.

In ABC Providence alone, The Journal-Bulletin gives you 100%-plus coverage of over 500,000. In the CITY-STATE area, you get more than 80% coverage.

Isolated from other major markets . . . representative and well-balanced between urban and suburban . . . cosmopolitan in composition . . . the bustling Providence market offers you the ideal testing grounds for new products, new packaging, or sales promotion ideas.

New Journal-Bulletin Package Plans

Low Cost Gravure Opportunity — Your gravure advertising in This Week Magazine or locally-edited Rhode Islander may be adapted for Journal-Bulletin combination, black and white, at .48 a line, using same copy. (Min. b&w size to be at least equal to the gravure, and combination to be completed in same calendar week.) We make plates, no charge. Ask about it.

Job-tailored Combinations — You have a choice of combinations to fit your campaign program and budget:

Combination:*	Circulation	Line Rate
Morning and evening	283,844	.63
Sunday Journal	191,274	.63
Sunday and Morning	250,527	.75
Sunday and Evening	335,845	.98
Sunday, Morning, Evening	395,118	$1.04

(ABC circulation, March 31, 1960)

*Daily copy may run morning and evening or evening and morning. Sunday and daily combinations may start preceding Thursday A.M., to be completed with Tuesday P.M. editions. Holiday Journal not sold in combination.

Write for full market data or Package Plan information to Frank S. Rook, Manager, General Advertising, The Providence Journal-Bulletin, Providence 2, Rhode Island.

PROVIDENCE JOURNAL-BULLETIN

Boston office: 479 Statler Office Bldg., Boston 16; Represented in Florida by McAskill, Herman & Daley, 4014 Chase Ave., Miami Beach 40; Represented elsewhere by Ward-Griffith Co., Inc.

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

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VERMONT																		
Potential Areas																		
BURLINGTON	Chittenden	77.9	.0420	268	20.8	130,094	.0301	259	1,706	6,667	131	108,563	.0476	239	5,219	138	.0422	100
Total Above Area		77.9	.0420		20.8	130,094	.0301		1,706	6,667		108,563	.0476		5,219		.0422	100
State Total		396.7	.2140		110.9	682,931	.1921		1,722	6,184	120	490,499	.2182		4,427	112	.2933	95

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The Big Buying Power in the

PATERSON

PASSAIC-CLIFTON

METROPOLITAN

MARKET

is concentrated in



BERGEN COUNTY

	TOTAL MARKET Passaic and Bergen Counties	BERGEN CO. ALONE	% IN BERGEN COUNTY
Population	1,251,200	835,000	67%
Net Effective Buying Income	$3,240,527,000	$2,270,532,000	70%
Total Retail Sales	$1,711,737,000	$1,101,117,000	64%
Food	388,299,000	255,257,000	66%
Gen'l. Merch.	221,822,000	128,900,000	58%
Automotive	230,506,000	141,258,000	61%
Gas Station	98,363,000	68,607,000	61%
Drug	42,548,000	28,020,000	66%

The Record

Hackensack, N. J.

Sells The Big Two-Thirds

. . . And At Economy Rates

According to the ABC Report, of March 31, 1960, The Record of Hackensack's circulation was 99,303 . . . thorough coverage of Hackensack's ABC city zone population of 368,816 and penetrating coverage throughout Bergen County. The two other newspapers in the market have a combined circulation of 123,762 concentrated in Passaic County. The cost . . . 36c a line in The Record and 57c for the other two. Little more than half the money buys you coverage of twice the sales potential!

The Record

Published at Hackensack, N. J.

National Rep.: WARD-GRIFFITH CO., INC.

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
NEW JERSEY																		
Standard Areas																		
ATLANTIC CITY	Atlantic	182.8	.0879	152	51.0	318,616	.0897	147	1,957	6,247	114	256,875	.1127	125	5,037	109	.0962	109
JERSEY CITY	Hudson	587.2	.3223	48	176.0	1,249,908	.3517	48	2,083	7,102	95	853,924	.2868	56	3,715	100	.3284	101
NEWARK		1,724.9	.9310	13	607.1	4,268,211	1.2008	12	2,473	8,413	109	2,928,940	1.1091	12	4,967	116	1.1192	120
	Essex	916.9	.4949		272.9	2,202,908	.6199		2,403	8,072	90	1,357,007	.5052		4,973	107	.5675	119
	Morris	284.8	.1537		79.7	684,170	.1926		2,332	8,333	144	397,257	.1435		4,108	126	.1672	109
	Union	523.2	.2824		154.5	1,399,135	.3937		2,674	9,056	119	644,596	.3704		5,467	131	.3845	129
PATERSON-CLIFTON-PASSAIC		1,251.2	.6753	17	385.3	3,240,527	.9118	15	2,590	8,410	123	1,711,737	.7508	17	4,443	108	.8162	121
	Bergen	835.0	.4507		255.9	2,270,532	.6389		2,719	8,873	124	1,101,117	.4830		4,303	110	.5545	123
	Passaic	416.2	.2246		129.4	969,995	.2729		2,331	7,496	120	610,620	.2678		4,719	105	.2617	117
TRENTON	Mercer	271.6	.1466	101	73.2	683,727	.1899	92	2,223	8,248	106	378,032	.1658	92	5,164	99	.1640	112
Potential Areas																		
NEW BRUNSWICK-PERTH AMBOY		629.8	.3399	45	179.6	1,447,907	.4075	39	2,299	8,062	147	733,632	.3218	49	4,085	138	.3683	108
	Middlesex	478.4	.2571		136.9	1,182,943	.3104		2,315	8,057	150	565,470	.2480		4,131	132	.2810	109
	Somerset	153.4	.0828		42.7	344,964	.0971		2,249	8,079	137	168,162	.0738		3,938	164	.0873	105
VINELAND-BRIDGETON																		
	Cumberland	109.3	.0590	216	32.7	196,861	.0553	211	1,799	6,014	108	138,589	.0608	206	4,238	80	.0577	88
Total Above Areas		4,746.8	2.5620		1,404.9	11,323,557	3.1864		2,386	8,060		6,401,629	2.8078		4,557		2.9490	115
State Total		6,311.6	3.4065		1,868.0	14,584,512	4.1039		2,311	7,816	117	8,314,670	3.6469		4,456	114	3.8273	112

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The

Troy N. Y.

ABC Retail Trade Zone

Is Steadily Becoming a **BIGGER** *and*

BIGGER

Segment of the

TROY-ALBANY-SCHENECTADY METRO AREA

...N. Y.'s 3rd LARGEST

BIG TROY HAS

... 233,000 POP. 65,888 HOMES

... $450,781,000 EFFECTIVE BUY. INCOME

RTZ MARKET

22 CENTS A LINE

48,909 CIRC.

ROP FULL COLOR AVAILABLE

FULL SATURATION COVERAGE (97% IN CITY ZONE)

The TROY RECORD

AND

The TIMES RECORD

TROY, N. Y.

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
NEW YORK																		
Standard Areas																		
ALBANY-SCHENECTADY-TROY		672.2	.3629	42	208.9	1,451,771	.4085	38	2,160	6,916	106	887,260	.3993	39	4,227	111	.3836	108
	Albany	279.7	.1510		88.9	614,744	.1730		2,198	6,915	107	439,264	.1927		4,941	117	.1745	116
	Rensselaer	145.3	.0784		44.1	297,186	.0836		2,045	6,739	109	166,633	.0740		3,824	106	.0797	102
	Saratoga	92.0	.0497		27.7	178,602	.0503		1,941	6,448	117	92,963	.0408		3,386	118	.0473	96
	Schenectady	155.2	.0838		49.2	361,239	.1016		2,328	7,342	99	186,400	.0818		3,788	100	.0921	110
BINGHAMTON	Broome	219.5	.1185	124	66.7	483,086	.1303	110	2,110	7,048	115	267,597	.1174	110	4,073	109	.1241	105
BUFFALO		1,361.9	.7350	15	401.3	2,813,289	.7917	16	2,066	7,010	110	1,650,025	.7237	20	4,112	102	.7600	103
	Erie	1,106.7	.5973		325.9	2,285,009	.6430		2,065	7,011	107	1,381,118	.5970		4,176	101	.6201	104
	Niagara	255.2	.1377		75.4	528,280	.1487		2,070	7,006	120	268,907	.1267		3,832	108	.1399	102
NEW YORK		10,965.3	5.9291	1	3,368.0	26,992,776	7.5954	1	2,467	8,014	111	15,014,090	6.5861	1	4,458	108	6.9992	117
	Bronx	1,416.5	.7645		435.3	3,198,899	.9001		2,258	7,349	108	1,303,571	.5717		2,996	113	.7745	101
	Kings	2,601.1	1.4039		797.2	5,721,289	1.6099		2,200	7,177	109	2,665,576	1.1691		3,344	109	1.4365	102
	Nassau	1,516.5	.8185		448.8	4,247,764	1.1953		2,801	9,465	127	2,178,286	.9554		4,854	112	1.0480	128
	New York	1,836.1	.8831		552.2	4,451,356	1.2525		2,721	8,061	97	4,434,290	1.9449		8,030	100	1.3563	157
	Queens	1,865.8	1.0070		583.1	4,787,183	1.3414		2,565	8,176	109	1,792,615	.7862		3,074	99	1.1080	110
	Richmond	229.8	.1240		64.5	511,794	.1440		2,227	7,935	116	217,352	.0953		3,370	125	.1254	101
	Rockland	150.2	.0811		38.2	289,165	.0814		1,925	7,570	139	156,331	.0686		4,092	121	.0775	96
	Suffolk	715.5	.3862		196.1	1,459,110	.4106		2,039	7,441	140	958,661	.4205		4,889	142	.4087	109

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RED OR BLACK?





Here's a twin-choice that has kept numerous advertisers out of the red - the WESTCHESTER ROCKLAND market... and the WESTCHESTER ROCKLAND GROUP.

The *Westchester-Rockland market* surpasses every city in America, except the nation's five largest cities, with its more than *two billion dollars* in annual buying income and its nearly *one million* population.*

The ten dailies of the WESTCHESTER-ROCKLAND GROUP have a total circulation exceeding 175,000.

Your advertising in these newspapers will be *read* with response - not *red* in sales.

Westchester

HERALD STATESMAN, YONKERS
DAILY ARGUS, MT. VERNON
DAILY NEWS, TARRYTOWN
DAILY TIMES, MAMARONECK
CITIZEN REGISTER, OSSINING
DAILY ITEM, PORT CHESTER
STANDARD-STAR, NEW ROCHELLE
REPORTER DISPATCH, WHITE PLAINS

AFFILIATED WITH
EVENING STAR, PEEKSKILL

Rockland

JOURNAL-NEWS, NYACK

Westchester Rockland Group

8 CHURCH STREET WHITE PLAINS, N.Y.
REPRESENTED NATIONALLY BY THE KELLY-SMITH CO.

* Sales Management 1960

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
NEW YORK *(Cont'd)*																		
	Westchester...	853.8	.4608		282.6	2,346,216	.6602		2,748	9,288	115	1,307,399	.5734		5,176	112	.5943	129
NEW YORK-NORTHEASTERN N. J.		*15,188.4*	*8.1970*		*4,616.0*	*37,197,599*	*10.4669*		*2,449*	*8,058*		*20,648,883*	*9.0631*		*4,479*		*9.5889*	*117*
ROCHESTER	Monroe	610.6	.3292	47	189.0	1,379,188	.3881	41	2,261	7,297	111	790,773	.3434	45	4,131	106	.3628	110

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Canadian Metropolitan Area Projections, Pages 202-215



The Syracuse Market is BIG

230,814 Salesmen*

WORK THIS TERRITORY EVERY DAY!

. . . and they know the territory. The **Syracuse Market** is 15-COUNTIES-BIG . . . and covers one-third New York State's total area. It is delivered by only one efficient, low-cost way . . .

THE SYRACUSE NEWSPAPERS

This big, rich, buying market . . . ALL OF IT . . . must be in your advertising plans! No other combination of media in this area delivers comparable coverage at a comparable cost. Get the details—circulation, influence-power, and full market measurement from MOLONEY, REGAN & SCHMITT.

The combined circulation of the Syracuse Newspapers.

FULL COLOR AVAILABLE—
Daily & Sunday

Represented Nationally by
MOLONEY, REGAN & SCHMITT

CIRCULATION: Combined Daily 230,814

Sunday Herald American 292,467 Sunday Post-Standard 182,966

Buy TOTAL coverage of the total market!



AMERICA'S Best TEST MARKET

Results of Selling Research Inc, Latest Test Market Survey

*SRDS Consumer Market Data

SYRACUSE The 46th* Metropolitan Market

the SYRACUSE NEWSPAPERS

HERALD-JOURNAL & HERALD-AMERICAN Evening Sunday • THE POST-STANDARD Morning & Sunday

Metropolitan Area Projections to Jan., 1962–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62					RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
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NEW YORK *(Cont'd)*																		
SYRACUSE		589.5	.3193	51	174.3	1,204,349	.3388	49	2,043	6,909	117	718,093	.3149	50	4,120	111	.3275	100
	Madison	56.8	.0307		16.4	106,743	.0300		1,879	6,509	115	61,172	.0268		3,730	110	.0292	96
	Onondaga	444.4	.2399		132.1	945,043	.2659		2,127	7,154	117	588,424	.2493		4,303	110	.2557	107
	Oswego	88.3	.0477		25.8	152,463	.0429		1,727	5,909	114	88,497	.0388		3,430	117	.0426	99
UTICA-ROME		341.4	.1842	80	100.7	663,306	.1838	77	1,914	6,488	119	418,480	.1835	82	4,156	123	.1838	100
	Herkimer	67.7	.0365		20.7	125,604	.0353		1,855	6,066	113	75,096	.0329		3,628	114	.0346	95
	Oneida	273.7	.1477		80.0	527,702	.1485		1,928	6,596	121	343,384	.1506		4,292	126	.1490	101
Potential Areas																		
AUBURN	Cayuga	75.1	.0405	273	22.1	136,087	.0383	290	1,812	6,156	107	83,199	.0365	299	3,764	103	.0382	94
ELMIRA	Chemung	102.2	.0552	226	31.8	203,272	.0572	205	1,989	6,453	109	131,515	.0577	210	4,175	114	.0570	103

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Metropolitan Area Projections to Jan., 1962–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

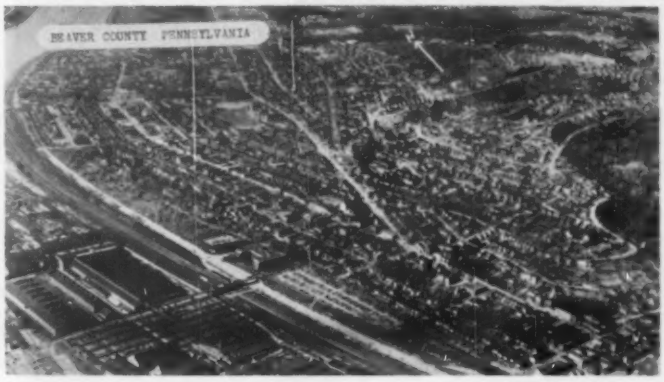
METRO AREA / County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
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NEW YORK *(Cont'd)*																	
JAMESTOWN Chautauqua	147.0	.0793	171	49.6	287,796	.0810	163	1,958	5,176	107	187,776	.0824	167	4,030	115	.0811	102
NEWBURGH Orange	191.0	.1031	136	57.1	370,167	.1042	127	1,938	6,483	115	243,566	.1069	131	4,266	105	.1049	102
POUGHKEEPSIE Dutchess	185.9	.1002	140	49.3	357,642	.1006	132	1,927	7,254	117	217,021	.0952	151	4,402	113	.0999	99
WATERTOWN Jefferson	88.5	.0478	248	27.1	164,747	.0464	236	1,862	6,079	108	125,932	.0552	216	4,647	119	.0493	103
Total Above Areas	15,089.2	8.4033		4,742.6	36,477,374	10.2643		2,343	7,691		20,725,337	9.0901		4,370		9.5401	114
State Total	17,273.5	9.3233		5,241.0	39,564,953	11.1330		2,291	7,549	111	22,804,907	10.0461		4,370	108	10.4451	112
PENNSYLVANIA *Standard Areas*																	
ALLENTOWN-BETHLEHEM-EASTON	506.3	.2733	99	148.9	1,027,575	.2892	50	2,030	6,900	121	618,951	.2715	60	4,213	110	.2808	103
Warren, N. J.	64.5	.0348		19.7	126,798	.0357		1,966	6,436	115	71,885	.0315		3,648	124	.0343	99
Lehigh	235.6	.1272		68.2	487,990	.1373		2,071	7,155	125	290,194	.1273		4,255	101	.1323	104
Northampton	206.2	.1113		59.0	412,795	.1162		2,002	6,997	118	256,892	.1127		4,354	119	.1142	103
ALTOONA Blair	137.1	.0740	177	40.1	229,122	.0645	186	1,671	5,714	109	141,492	.0621	202	3,526	102	.0657	99
ERIE Erie	258.4	.1394	106	74.6	513,975	.1448	100	2,006	6,890	116	299,275	.1299	114	3,979	109	.1381	100
HARRISBURG	358.1	.1933	75	106.2	726,446	.2045	73	2,029	6,840	117	458,669	.2011	75	4,319	115	.2013	104
Cumberland	132.6	.0716		38.8	270,689	.0762		2,041	6,976	131	163,062	.0715		4,203	139	.0730	103
Dauphin	225.5	.1217		67.4	455,796	.1283		2,021	6,762	110	295,587	.1296		4,386	105	.1274	105
JOHNSTOWN	281.3	.1518	96	75.9	442,120	.1244	113	1,572	5,833	107	284,371	.1247	115	3,752	106	.1300	98
Cambria	204.0	.1101		54.5	330,867	.0931		1,622	6,071	106	204,338	.0896		3,749	101	.0955	97
Somerset	77.3	.0417		21.3	111,253	.0313		1,438	5,223	111	80,033	.0351		3,757	133	.0345	93
LANCASTER Lancaster	295.7	.1542	92	81.6	607,966	.1711	81	2,129	7,433	123	388,761	.1578	96	4,388	121	.1637	106
PHILADELPHIA	4,823.5	2.4416	4	1,295.6	9,836,991	2.7679	4	2,175	7,583	112	5,380,178	2.3598	4	4,153	109	2.5802	106
Burlington, N. J.	248.1	.1339		62.5	617,092	.1456		2,084	8,273	144	262,689	.0699		3,243	127	.1262	94
Camden, N. J.	406.4	.2193		120.1	983,604	.2514		2,199	7,440	125	521,423	.2287		4,342	120	.2382	109
Gloucester, N. J.	144.8	.0782		43.4	292,521	.0823		2,020	6,740	133	140,651	.0617		3,241	108	.0753	96
Bucks	360.2	.1987		108.7	802,221	.2257		2,179	7,380	147	408,157	.1790		3,755	148	.2063	104
Chester	221.7	.1197		88.0	447,842	.1260		2,020	7,721	121	253,845	.1113		4,377	121	.1203	101
Delaware	560.6	.3188		167.8	1,442,226	.4056		2,442	8,595	119	632,538	.2776		3,771	119	.3499	110
Montgomery	564.5	.3047		156.1	1,403,677	.3950		2,487	8,992	129	764,610	.3354		4,898	130	.3581	118
Philadelphia	1,979.2	1.0833		679.0	4,037,798	1.1362		2,040	5,974	95	2,455,947	1.0772		4,242	90	1.1049	103

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BEAVER COUNTY TIMES COVERS 80% OF CITY ZONE

INVESTIGATE PENNSYLVANIA'S 3RD LARGEST INDUSTRIAL MKT.

CALL BOTTINELLI-KIMBALL

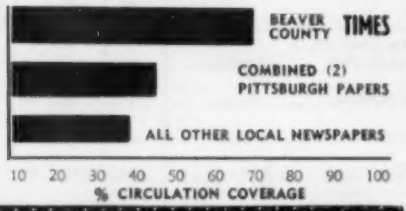
WE'RE ON THE MOVE . . . .

$39,503,000 INCREASE

IN RETAIL SALES IN 1959 * SRDS

*RET. SALES FIGURES $229,959,000

HERE'S HOW TO GET YOUR SHARE BY USING THE TIMES



BEAVER COUNTY TIMES

Metropolitan Area Projections to Jan., 1962–(Cont'd)

(SM) Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION (SM) Estimates as of 1/1/62				EFFECTIVE BUYING INCOME (SM) Estimates, year ending 1/1/62					RETAIL SALES (SM) Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
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PENNSYLVANIA *(Cont'd)*																		
PITTSBURGH		2,458.9	1.3271	9	706.7	4,973,296	1.3994	9	2,023	7,047	112	2,867,432	1.2578	9	4,063	104	1.3425	101
	Allegheny	1,660.5	.8962		480.3	3,812,607	.9994		2,115	7,313	110	2,092,856	.9904		4,274	103	.9436	105
	Beaver	215.7	.1164		60.5	441,387	.1242		2,046	7,296	118	238,718	.1047		3,946	119	.1166	100
	Washington	218.7	.1180		62.5	383,674	.1079		1,752	6,129	107	222,388	.0975		3,558	104	.1068	91
	Westmoreland	364.0	.1965		102.4	636,229	.1790		1,748	6,213	119	383,470	.1580		3,452	114	.1753	99
READING	Berks	261.9	.1322	95	83.8	590,842	.1663	86	2,088	7,051	112	322,489	.1414	103	3,848	107	.1560	102
SCRANTON	Lackawanna	232.6	.1255	116	67.1	392,622	.1105	122	1,688	5,851	101	279,490	.1226	116	4,165	116	.1171	93
WILKES BARRE-HAZLETON	Luzerne	342.9	.1851	78	96.1	573,339	.1613	89	1,672	5,966	103	400,095	.1757	95	4,170	121	.1704	92
YORK	York	248.1	.1339	109	74.4	473,042	.1331	108	1,907	6,358	122	306,408	.1340	106	4,196	118	.1335	100
Potential Areas																		
LEBANON	Lebanon	93.6	.0505	236	27.0	168,665	.0475	234	1,802	6,247	119	110,602	.0485	236	4,096	109	.0484	96
NEW CASTLE	Lawrence	115.4	.0623	201	33.5	224,381	.0631	189	1,944	6,698	118	121,747	.0534	224	3,634	114	.0600	98
SHARON-FARRELL-SHARPSVILLE	Mercer	130.9	.0707	186	37.4	262,694	.0739	172	2,007	7,024	121	145,701	.0639	198	3,896	113	.0703	99
WILLIAMSPORT	Lycoming	111.7	.0603	209	33.7	203,774	.0573	203	1,824	6,047	119	138,674	.0608	207	4,112	134	.0690	98
Total Above Areas		10,364.4	5.5942		2,979.7	21,246,770	5.9798		2,050	7,131		12,224,813	5.3618		4,103		5.7170	102
State Total		11,585.2	6.2532		3,322.0	22,733,166	6.3966		1,962	6,843	112	13,531,043	5.9348		4,073	106	6.2290	100

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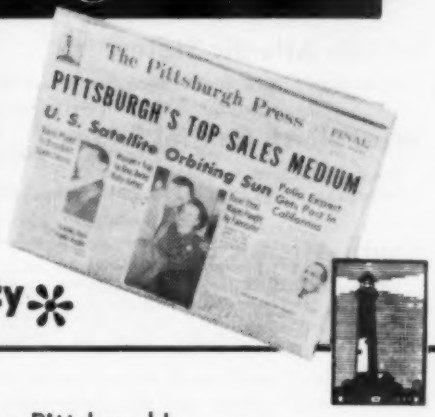
The Survey of Buying Power

Where Advertisers and Agencies MEET and AGREE

THE ONE WAY TO GET YOUR SHARE OF THE NEARLY TWO-HUNDRED MILLION DOLLAR EFFECTIVE BUYING INCOME GAIN FORECAST FOR 1961 IN ALLEGHENY COUNTY*

IS to reach the true prospects for your merchandise in

The Pittsburgh Press



read by **7** out of **10** of your customers in this important county*

72% of Metro Pittsburgh's Projected 1961 $4,973,296,000 Effective Buying Income is in Allegheny County

*$3,512,607,000 1961 Allegheny County E.B.I. S.M. Nov. 10, 1960

These Readers can be influenced to buy, by your specific advertising in

The Pittsburgh Press

More than ever, No. 1 in Pittsburgh in Daily and Sunday Circulations. Total, Retail, General, Automotive and Classified Advertising.

Represented by The General Advertising department, Scripps-Howard newspapers, 230 Park Ave., N. Y.: offices in Chicago, Cincinnati, Detroit, Dallas, Philadelphia, Los Angeles, San Francisco.

Ask "Your Press Man" for the latest figures on the Pittsburgh newspaper scene.

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Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
ILLINOIS																		
Standard Areas																		
CHAMPAIGN-URBANA	Champaign	137.0	.0739	178	36.3	315,983	.0899	152	2,306	8,706	110	160,729	.0709	188	4,428	110	.0804	109
CHICAGO		6,454.2	3.4837	3	1,965.6	16,354,909	4.6020	3	2,534	8,320	118	9,380,988	4.1187	3	4,729	118	4.2334	122
	Cook	5,232.5	2.8242		1,632.8	13,349,447	3.7563		2,551	8,176	114	7,979,294	3.4997		4,887	113	3.4929	124
	Du Page	372.8	.2012		108.6	1,016,119	.2859		2,726	9,357	163	353,965	.1552		3,259	129	.2298	114
	Kane	222.8	.1203		66.0	514,234	.1447		2,308	7,791	140	304,746	.1337		4,617	114	.1385	113
	Lake	327.9	.1770		90.5	846,091	.2381		2,580	9,349	138	417,565	.1831		4,614	129	.2094	118
	McHenry	92.4	.0499		28.1	198,601	.0559		2,149	7,068	157	100,267	.0479		3,898	107	.0523	105
	Will	205.8	.1111		59.6	430,417	.1211		2,091	7,222	135	225,861	.0991		3,790	124	.1125	101
CHICAGO-NORTHWESTERN INDIANA		*7,073.8*	*3.8178*		*2,165.9*	*17,649,651*	*4.9663*		*2,496*	*8,156*	*119*	*10,140,588*	*4.4475*		*4,686*		*4.5809*	*120*

© SM, 1960.

ARE YOU RESPONSIBLE FOR SALES THROUGH GROCERY OUTLETS IN THE GREATER CHICAGO MARKET?

Box-car sales figures of national corporate chains tend to obscure the significance of the independent grocer in individual markets. In Chicago, the independent is no longer a small "mom and pop" operator. He has, for the most part, large, efficient, attractive and conveniently located supermarkets. Through cooperative and voluntary groups, he buys big and he sells big. He is a vital link in the channel of distribution for manufacturers of all types of brand name merchandise . . . not only in the grocery product field but also in drug and cosmetic lines and other fields as well.

Four of the largest and most important voluntary group organizations have *exclusive* advertising contracts with Chicago's American. These have a special significance far beyond impressive linage figures.

Cardinal-Royal Blue, Grocerland, Midwest Food Stores and Progressive Food Stores combine the efforts of more than 1,300 independent grocers in the greater Chicago area. They are vital to manufacturers in the distribution of their products; they are equally important to consumers in providing excellent products, values and services convenient to their homes.

To you, in considering the selection of a medium for your promotional effort, they indicate and typify the increasing acceptance and appreciation Chicago's American enjoys throughout the entire community.

This acceptance is based on the ability of Chicago's American to stimulate volume movement of merchandise . . . quickly and economically. Chicago's American can and will produce for you. Why not get the complete details from your Chicago's American representative?

CHICAGO'S AMERICAN

Wholly owned subsidiary of the Tribune Company, Chicago, Illinois

THE QUAD-CITIES—
IMPORTANT MID-WEST MARKET

POPULATION—267,414

According to the August, 1960, U. S. Census Report, Quad-City population has advanced to 267,414 to make this the 3rd largest market in Iowa-Illinois. *55.5% of Quad-Citians live on the Illinois side.*

57th INDUSTRIAL MARKET IN U.S.

Dun's Review and Modern Industry Magazine, July 1960, rated markets by percent of U. S. total of value added by manufacture. Quad-Cities is 57th in U. S., No. 2 in Iowa-Illinois behind Chicago. *65% of Quad-Citians work on the Illinois side.*

E.B.I. PER FAMILY—$6776

Sales Management, July 10, 1960, showed 71% of all Quad-City homes with E.B.I. of $4000 or more. Quad-Citians living on the Illinois sector earned more per household ($7,113) than those on the Iowa side ($6,331).



THE MOLINE DISPATCH
THE ROCK ISLAND ARGUS
STATION **WHBF** and **WHBF-TV**

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
ILLINOIS (Cont'd)																		
DAVENPORT-ROCK ISLAND-MOLINE		276.7	.1493	99	84.9	588,488	.1656	87	2,127	6,932	119	380,997	.1671	90	4,487	105	.1628	109
	Rock Island	152.5	.0823		46.8	336,683	.0947		2,208	7,194	119	192,428	.0844		4,112	103	.0891	108
	Scott, Iowa	124.2	.0670		38.1	251,805	.0709		2,027	6,609	110	188,569	.0827		4,949	107	.0737	110
DECATUR	Macon	122.2	.0660	106	39.2	263,941	.0743	171	2,160	6,733	119	172,184	.0755	181	4,392	112	.0730	111

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IN DECATUR **DZ** DOES IT!

1000 WATTS
1000 watts strong, WDZ dominates the Decatur trading area with maximum penetration.

LOWER COST
WDZ delivers your message to more people at a lower cost per thousand.

MERCHANDISES
WDZ merchandises your schedule. Over 39 years of successful programming, merchandising and promotion experience.

You Too Can Reach More People In Decatur By Using WDZ

WDZ DECATUR ILLINOIS 1000 WATTS 1050 KCS
The only station completely covering the Decatur Trading Area

SELL MORE IN PEORIA

in the No. 1 medium in the No. 2 market in the No. 4 state



Here is the biggest one-newspaper market in or *near* Illinois. It's perfect for a controlled test – for no Chicago or St. Louis paper reaches more than 6% of it...while Peoria Journal Star circulation hits 84% of the metropolitan area households. This single newspaper also reaches a total of 13 counties where over half a million people earn over a billion dollars annually.

And color? The Peoria Journal Star offers 4-color process *from 1000 lines to page size*... R.O.P. seven days a week... low-premium rates... Hurletron Electric Eye and Goss Colortrol. Ask your O'Mara & Ormsbee man.

PEORIA JOURNAL STAR

O'MARA & ORMSBEE, INC., NATIONAL REPRESENTATIVES

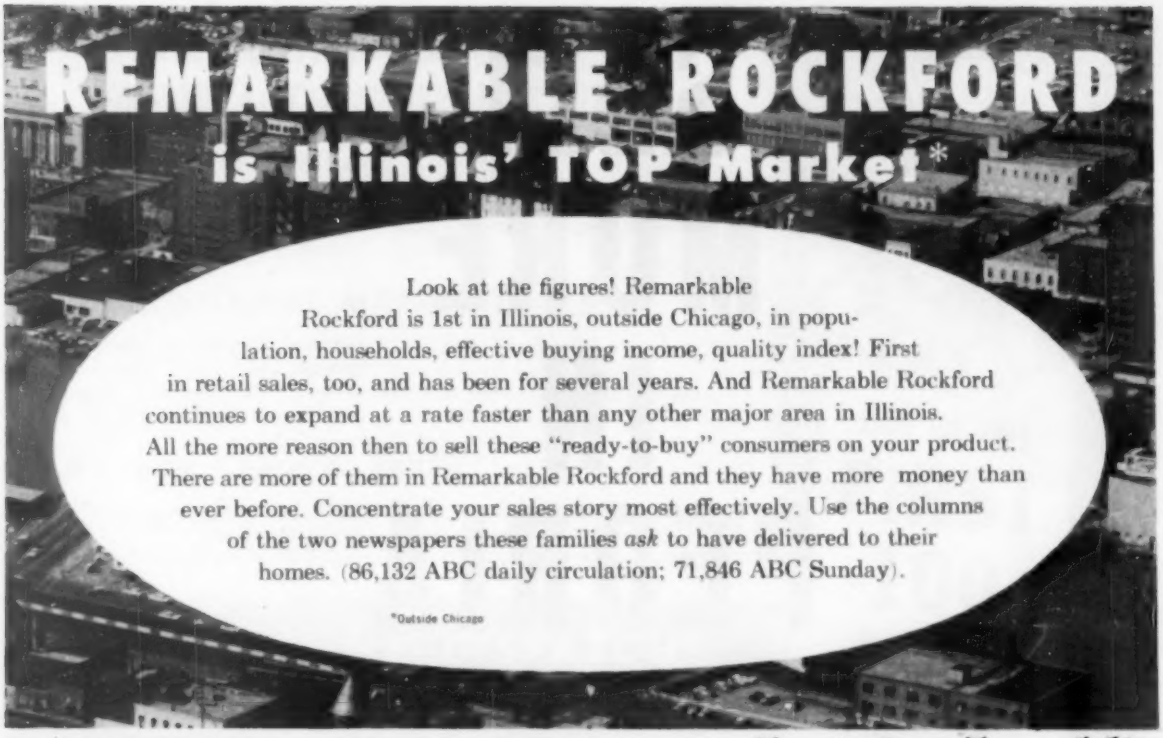
Metropolitan Area Projections to Jan., 1962–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

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ILLINOIS *(Cont'd)*																		
PEORIA		297.1	.1603	55	92.1	658,157	.1847	76	2,239	7,124	115	403,578	.1770	64	4,382	113	.1775	111
	Peoria	192.0	.1036		59.4	433,948	.1219		2,255	7,290	108	306,330	.1317		5,056	110	.1212	117
	Tazewell	105.1	.0567		32.7	223,109	.0626		2,123	6,823	132	103,248	.0453		3,157	104	.0563	99

© SM, 1960.

Population, Income, Sales Projections for All States and Regions, Page 92



ROCKFORD MORNING STAR & Register-Republic

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
ILLINOIS *(Cont'd)*																		
ROCKFORD	Winnebago	223.8	.1298	120	70.8	525,887	.1480	98	2,350	7,429	132	302,093	.1325	108	4,267	121	.1379	114
SPRINGFIELD	Sangamon	150.0	.0810	166	48.7	321,767	.0905	144	2,145	6,607	117	228,339	.1001	143	4,689	111	.0915	113
Potential Areas																		
Bloomington	McLean	85.0	.0459	254	26.3	176,636	.0497	226	2,078	6,716	100	108,349	.0468	243	4,044	100	.0480	105

© SM, 1960.



The Golden Market Area — Bloomington-Normal, Illinois

"MAIN STREET" 79½ MILES WIDE

FACTS
- 178,000 prosperous people
- Incomes 20% above national average
- Balanced industry, agriculture, education
- 233 million dollars a year retail market

GOLD: for the taking from Illinois' richest counties. Made-to-order market smack in the middle of the golden central Illinois corn belt. Unique seven county area is literally a cross section of America. The perfect test area set-up. Blanketed by a single advertising medium . . . THE PANTAGRAPH . . . a "hometown" newspaper that merits the attention of more than 40,000 families in the 79½ mile wide "main street" of the Bloomington-Normal area.

R.O.P. Spot Color—plus Full Color (black and 1, 2, or 3, colors available Daily and Sunday).

Bloomington-Normal, Illinois PANTAGRAPH

Represented by: Ward-Griffith Co., Inc.



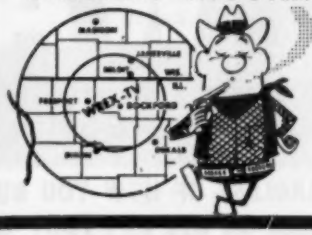
REX... Reports on the Population Explosion of the ROCKFORD MARKET ... the Rich Agricultural AND INDUSTRIAL HEARTLAND OF MID-AMERICA.

REMARKABLE

ROCKFORD NOW NUMBER ONE CITY IN ILLINOIS OUTSIDE CHICAGO

TOPS IN POPULATION ... RETAIL SALES ... NEW HOMES

STRAIGHT SHOOTIN' FOR RATINGS and RESULTS



ARB MAR. 1960 AND NIELSEN APR. 1960 AGREE!

WREX-TV DOMINATES THE ROCKFORD AREA TELEVISION AUDIENCE.

- 49 OF THE TOP 50 NIGHT TIME SHOWS
- ALL 20 OF THE TOP 20 DAYTIME SHOWS
- 7 OF THE TOP 8 WESTERNS

ABC and CBS TELEVISION
REPRESENTED BY
H-R TELEVISION INC.
JOE M. BAISCH
VICE PRES.—GEN. MGR.

WREX-TV
CHANNEL 13 ROCKFORD

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
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ILLINOIS (Cont'd)																		
DANVILLE	Vermilion	98.0	.0629	229	31.2	197,821	.0657	210	2,019	6,340	118	127,567	.0559	215	4,088	110	.0552	104
GALESBURG	Knox	62.7	.0338	294	20.5	131,581	.0370	270	2,097	6,415	121	85,100	.0373	284	4,151	103	.0365	108
KANKAKEE	Kankakee	94.4	.0610	235	24.1	165,243	.0465	235	1,750	6,857	112	113,518	.0498	233	4,710	114	.0484	95
QUINCY	Adams	69.4	.0375	284	22.2	127,742	.0359	275	1,841	5,754	116	86,101	.0378	277	3,878	114	.0369	98
Total Above Areas		8,070.5	4.3861		2,481.9	19,826,075	5.5780		2,456	7,988		11,557,232	5.0668		4,657		5.1814	119
State Total		10,384.8	5.6455		3,201.3	24,080,227	6.7755		2,319	7,522	117	14,267,819	6.2578		4,457	114	6.3862	114

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Metro Area Buying Power Maps

Special Buying Power Maps are now being prepared for all major metropolitan areas. These maps pinpoint concentrations of buying power according to the various residential areas, by indicating the location of high, low and middle income groups. They are now available for about 15 major metro areas, and will be available for the top 50 areas by the Spring of 1961, and will incorporate all official changes in the definitions of metro areas. See insert opposite page 96.

FORT WAYNE

. . . growing hub of Indiana's 15-County Billion-Dollar Golden Zone Market



REGARDLESS OF HOW YOU BUY . . . CITY . . . METRO AREA OR RTZ . . . FORT WAYNE OFFERS MORE!

FORT WAYNE		METRO AREA		RETAIL TRADING ZONE	
Population	161,144*	Population	230,963*	Population	592,900
Households	53,427*	Households	71,100	Households	183,200
E. B. I.	$339,694,000	E. B. I.	$479,958,000	E. B. I.	$1,095,551,000
Retail Sales	$286,323,000	Retail Sales	$330,750,000	Retail Sales	$ 658,412,000
Food Sales	$ 56,119,000	Food Sales	$ 66,255,000	Food Sales	$ 132,776,000
Auto Sales	$ 56,004,000	Auto Sales	$ 61,997,000	Auto Sales	$ 121,938,000
Drug Sales	$ 9,138,000	Drug Sales	$ 10,335,000	Drug Sales	$ 18,351,000
General Merch. Sales	$ 62,490,000	General Merch. Sales	$ 64,460,000	General Merch. Sales	$ 86,390,000

*1960 U. S. Census

. . . and it's covered completely by two great newspapers . . .

Morning 44% Evening 70% Sunday 66%	Morning 44% Evening 72% Sunday 68%	Morning 34% Evening 40% Sunday 31%

FORT WAYNE NEWSPAPERS, INC. Agent

The News-Sentinel • THE JOURNAL-GAZETTE

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
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INDIANA																		
Standard Areas																		
ANDERSON	Madison	131.2	.0709	186	41.3	250,083	.0704	178	1,906	6,055	114	146,666	.0643	195	3,562	107	.0687	97
EVANSVILLE		199.8	.1079	129	61.9	355,179	.0999	133	1,779	5,738	98	243,360	.1069	132	3,932	101	.1035	98
	Vanderburgh	165.7	.0894		51.5	308,838	.0869		1,864	5,997	97	227,386	.0910		4,027	101	.0886	99
	Henderson	34.1	.0184		10.4	46,340	.0130		1,358	4,456	109	35,975	.0158		3,458	99	.0149	81
FORT WAYNE	Allen	244.1	.1318	112	75.7	528,560	.1487	97	2,166	6,983	117	387,839	.1569	97	4,727	126	.1478	112

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Indiana's

6th Market

ANDERSON

STANDARD

Metropolitan Area

BIG. 123,900 People—6th largest of the state's 14 areas.

GROWING. Sales Management forecasts 14% gain in population for 1958-65, 31% gain in income, 32% in sales.

INCOME. Almost a Quarter-Billion Dollars—$235,549,000.

SALES. More than $140,000,000 in 1959.

SALES INSURANCE. Nation's No. 1 county in engine electrical equipment employment, 2nd in manufacture of lighting equipment. 21,200 industrial employment in city zone alone.

EASY-TO-HIT SALES TARGET. Metropolitan Anderson is a compact market covered thoroughly and economically by the Anderson Newspapers. 43% of families, 45% of income, 62% of retail sales concentrated in city zone.

The BULLETIN (Morning) • **The HERALD** (Evening, Sunday)

Represented by THE ALLEN-KLAPP COMPANY
New York • Chicago • Detroit • San Francisco

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
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INDIANA (Cont'd)																		
GARY-HAMMOND-EAST CHICAGO		619.0	.3341	46	176.3	1,294,842	.3843	44	2,082	7,281	121	749,830	.3289	48	4,255	119	.3477	104
	Lake	552.8	.2984		159.4	1,169,823	.3291		2,116	7,337	120	688,057	.3018		4,317	118	.3148	105
	Porter	66.2	.0357		16.9	125,119	.0352		1,890	6,629	133	61,773	.0271		3,268	129	.0329	92
INDIANAPOLIS	Marion	728.8	.3933	36	230.3	1,619,488	.4557	35	2,223	7,032	117	1,038,339	.4554	32	4,509	110	.4431	113
MUNCIE	Delaware	115.8	.0625	200	36.1	220,533	.0621	181	1,904	6,109	111	129,660	.0569	213	3,592	108	.0608	9

© SM, 1960.

KNOW THIS MARKET:

metropolitan

GARY-HAMMOND
E. Chicago, Indiana

44th MARKET in the nation!

(U.S. CENSUS BUREAU RANKING)

2nd MARKET in Indiana!

POPULATION *556,600*
HOUSEHOLDS *160,300*
E.B.I., 1959 ..... *$1,130,840,000.*
E.B.I. PER CAPITA ..... *$2,032.*
E.B.I. PER HOUSEHOLD ..... *$7,055.*
RETAIL SALES, 1959 ..... *$698,363,000.*
RETAIL SALES PER HSEHOLD ..... *$4,357.*

STORE GROUP SALES:

FOOD ..... *$187,468,000.*
EAT. & DRINK PLACES ..... *$54,297,000.*
GEN. MDSE. ..... *$94,519,000.*
APPAREL ..... *$47,091,000.*
FURN.-HOUSE APPLIANCES ..... *$34,496,000.*
AUTOMOTIVE ..... *$101,534,000.*
GAS STATIONS ..... *$56,898,000.*
LUM.-BLDG.-HDWE. ..... *$468,000.*
DRUGS ..... *$23,609,000.*

Source: Sales Management

SELL THIS MARKET:

reach it...
SELL it
ONLY through

THE GARY POST-TRIBUNE

THE HAMMOND TIMES

Represented by
Burke, Kuipers & Mahoney, Inc

"Brawnski Will Be Big In The Media Department"



Sharp lad that Brawnski . . . he'll join the agency schooled in basic market facts. Obviously he knows that South Bend has a higher per household income ($7,553*) than any other Indiana Metro Area . . . that the entire 15-county South Bend market has over $1.7* billion in buying power!

You can't afford to penalize your sales efforts in a market of this size . . . it calls for an all-out aerial offensive! And no station reaches South Bend aerials like WSBT-TV. The nation's oldest UHF station, WSBT-TV dominates the South Bend market . . . delivers 45% share of sets in use with top CBS shows and popular local shows. Get the latest signals from your Raymer man.

*Sales Management 1960 Survey of Buying Power

WSBT-TV

SOUTH BEND, INDIANA

Channel 22

ONE OF CBS' HIGHEST-RATED STATIONS

CBS TELEVISION NETWORK

Ask Paul H. Raymer, National Representative

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
INDIANA (Cont'd)																		
SOUTH BEND	St. Joseph	247.4	.1338	110	73.8	553,921	.1550	93	2,239	7,520	107	295,222	.1296	111	4,011	103	.1438	107
TERRE HAUTE	Vigo	109.4	.0590	214	38.7	208,064	.0585	199	1,902	5,329	100	149,632	.0656	192	4,191	120	.0667	103

© SM, 1960.

Cover Indiana Without ELKHART?

THE ELKHART TRUTH covers 62.3% of the homes in Elkhart County — 127% more than the second best paper.

AND: Elkhart County is 6th* in income in Indiana, 4th* in spendable income per household ($7,778).

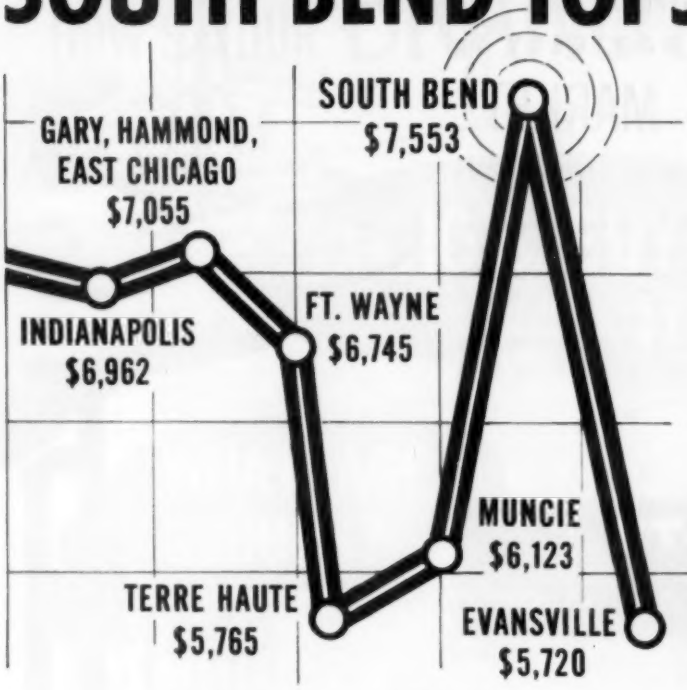
THE ELKHART TRUTH

Represented by Johnson, Kent, Gavin & Sinding, Inc.

*SRDS

A. H. Swartzell
Advertising Director

SOUTH BEND TOPS THEM ALL!



South Bend leads all Indiana Metro Areas in average family income; ranks $1426 above the state average of $6127! And there's much more to this market . . . totally 16 counties; nearly one million people with $1.8 billion in buying power. No other newspaper covers this entire area like The South Bend Tribune . . . 92% of the Metro Area; 64.2% of the 7-county Trading Zone, and sales producing circulation in 9 additional counties. FREE: Write for 100 page, 1960 Market Data Book.

The South Bend Tribune

TEST TOWN U.S.A.

The South Bend, Ind. Market Seven Counties, over One-Half Million People

Franklin D. Schurz, Editor and Publisher • Story, Brooks & Finley, Inc., National Representative

Metropolitan Area Projections to Jan., 1962–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
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INDIANA *(Cont'd)*																		
Potential Areas																		
ELKHART	Elkhart	112.3	.0606	205	35.2	227,901	.0641	187	2,029	6,474	119	142,256	.0624	200	4,042	110	.0629	104
KOKOMO	Howard	72.8	.0393	279	22.6	137,659	.0387	257	1,891	6,091	118	73,412	.0322	295	3,248	102	.0369	94
LAFAYETTE	Tippecanoe	92.5	.0499	238	26.0	188,297	.0530	216	2,035	7,239	111	123,970	.0544	219	4,768	131	.0528	106
MARION	Grant	79.5	.0429	268	24.3	135,892	.0382	263	1,707	5,584	114	92,279	.0405	266	3,797	129	.0390	93
MICHIGAN CITY	La Porte	99.2	.0535	227	29.5	174,858	.0492	229	1,763	5,927	116	117,271	.0514	228	3,975	107	.0507	95
RICHMOND	Wayne	75.2	.0406	272	22.6	133,703	.0376	266	1,778	5,916	101	85,169	.0374	282	3,769	97	.0381	94
Total Above Areas		2,926.8	1.5796		883.1	5,028,509	1.6963		2,080	6,750		3,744,934	1.6426		4,193		1.6568	105
State Total		4,946.6	2.6180		1,470.8	9,191,436	2.5887		1,896	6,227	113	5,763,904	2.5371		3,919	112	2.5777	99

© SM, 1960.

The Survey of Buying Power

Where Advertisers and Agencies MEET and AGREE

IT'S NOW OFFICIAL!

FLINT - SAGINAW - BAY CITY is

ONE CONSOLIDATED MARKET

. . . held solidly in the hand of WNEM - TV!

Now, following the lead set by ARB, as well as other nationally recognized market-measuring organizations, everyone agrees—the Flint-Saginaw-Bay City area is **ONE CONSOLIDATED MARKET!** WNEM-TV, Eastern Michigan's first VHF station, puts your sales message into **402,000 TV homes** throughout this area at the lowest cost-per-thousand available from any media delivering high impact in this quantity.



CHANNEL 5

WNEM-TV

serving FLINT – SAGINAW – BAY CITY

EASTERN MICHIGAN'S FIRST VHF STATION – ALL WAYS!

Metropolitan Area Projections to Jan., 1962—(Cont'd)

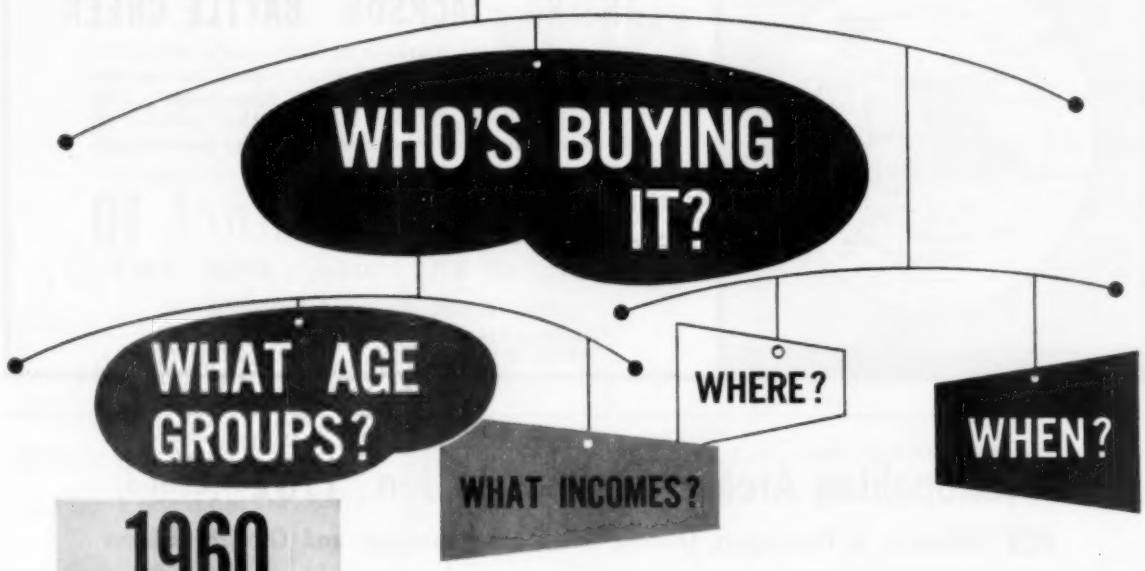
SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
MICHIGAN																		
Standard Areas																		
ANN ARBOR	Washtenaw	181.7	.0981	142	48.5	364,748	.1026	129	2,007	7,521	123	214,171	.0939	152	4,416	114	.0991	101
BAY CITY	Bay	108.9	.0593	213	31.4	195,204	.0549	213	1,776	6,217	120	129,880	.0570	212	4,137	112	.0564	99
DETROIT		3,964.0	2.1993	5	1,139.2	8,880,763	2.4426	5	2,179	7,620	111	4,985,900	2.1868	5	4,377	108	2.3074	107

© SM, 1960.

All *Survey of Buying Power* data are available on IBM cards at nominal cost. These cards, as well as IBM listings of data in the *Survey*, regrouped according to your sales territories, may be obtained from Market Statistics, Inc., 630 Third Avenue, New York 17, N. Y., Phone YUkon 6-8557.

HOW'S YOUR BRAND DOING IN DETROIT?



1960 TOP TEN BRANDS CONSUMER SURVEY

from

The Detroit Free Press



IN THIS BOOK

The first comprehensive *consumer product buying study* in the Greater Detroit Market, is ready for you . . . Now!

It is the Detroit Free Press "Top Ten Brands" study of the greater Detroit market. It provides the only up-to-date and complete data on:

Current 1960 Brand Preference Ratings of 130 different products and services in the Detroit market.

Profile of the Free Press market . . . in terms of its people, their socio-economic characteristics and their buying habits.

You'll find this "package of facts" a valued guide toward making sound marketing decisions for this area.

Take a good long look at America's 5th Market . . . today!

Write, wire or phone for your copy of Top Ten Brands in Detroit, Michigan and get:

A complete profile of your customers and prospects in Detroit.

Continuing brand purchase data for 130 food, soft goods, durable, household and drug products, plus key service items.

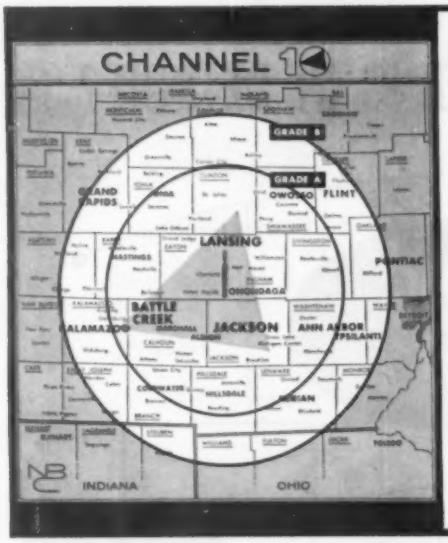
Basic guideposts to sales-building, advertising and marketing in the prosperous Detroit area.

The Detroit Free Press

Michigan's Only Morning Newspaper



National Representatives: Story, Brooks & Finley



BUY ONE — GET THREE
IN MICHIGAN
LANSING JACKSON BATTLE CREEK

Get three major markets in Michigan's GOLDEN TRIANGLE—46% of Michigan's population (outside Detroit)—Nationally 26th in TV Households*, 11th in retail sales**—the only single station covering all three cities in this rich market with a city grade signal.

WILX-TV *Channel* **10**

Associated with **WILS** — LANSING / **WPON** — PONTIAC

Contact VENARD, RINTOUL & McCONNELL, INC.

*Television Age 100 Top Markets 11/30/59

**SRDS Consumer Market Data

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
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MICHIGAN (Cont'd)																		
	Macomb	492.4	.2688		139.5	1,008,933	.2939		2,049	7,446	157	447,636	.1963		3,304	141	.2540	96
	Oakland	761.0	.4215		222.4	1,748,531	.4920		2,239	7,862	138	1,049,708	.4604		4,720	147	.4684	111
	Wayne	2,710.6	1.4630		781.3	5,923,290	1.6667		2,185	7,581	100	3,488,564	1.5301		4,465	97	1.5690	108
FLINT	Genesee	387.0	.2143	69	116.0	840,509	.2366	68	2,117	7,186	117	462,692	.2029	74	3,961	102	.2220	104
GRAND RAPIDS	Kent	379.0	.2048	72	115.9	765,943	.2155	69	2,021	6,614	120	487,994	.2140	71	4,214	118	.2129	104
JACKSON	Jackson	130.8	.0738	179	40.1	258,585	.0729	174	1,990	6,449	117	166,675	.0731	185	4,154	114	.0731	99

© SM, 1960.

Metro Area Buying Power Maps

Special Buying Power Maps are now being prepared for all major metropolitan areas. These maps pinpoint concentrations of buying power according to the various residential areas, by indicating the location of high, low and middle income groups. They are now available for about 15 major metro areas, and will be available for the top 50 areas by the Spring of 1961, and will incorporate all official changes in the definitions of metro areas. See insert opposite page 96.

Cover the 5th market in America with WJR

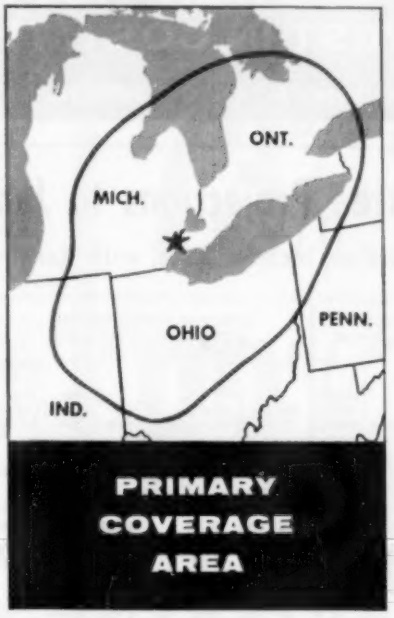
With WJR you achieve single station coverage, penetration and domination of the Detroit-Great Lakes area, the fifth richest market in America. The facts show that almost 10% of the nation's business and wealth is concentrated here. See your Henry I. Christal representative for details.

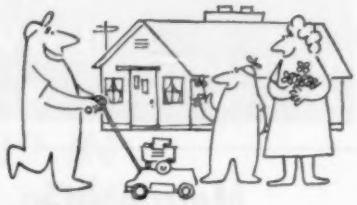


POPULATION
15,063,000
WJR SHARE OF TOTAL U.S. MARKET—
8.6%



TOTAL RETAIL SALES
$17,643,702,000
WJR SHARE OF TOTAL U.S. MARKET—
8.8%





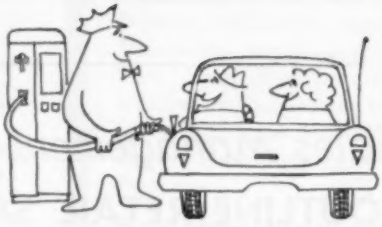
HOUSEHOLDS
4,441,500
WJR SHARE OF TOTAL U.S. MARKET—
8.7%



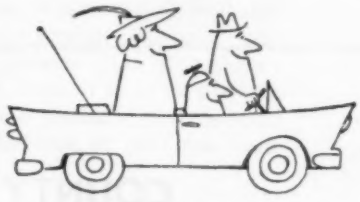
FOOD SALES
$4,426,835,000
WJR SHARE OF TOTAL U.S. MARKET—
8.8%



DRUG SALES
$634,640,000
WJR SHARE OF TOTAL U.S. MARKET—
9.6%



GAS STATION SALES
$1,430,716,000
WJR SHARE OF TOTAL U.S. MARKET—
9.0%



AUTOMOBILE SALES
$3,324,839,000
WJR SHARE OF TOTAL U.S. MARKET—
9.8%

Source: Sales Management, May 10, 1959 estimates

METROPOLITAN DETROIT AREA

		WJR Share of Total U.S. Market (1959)
Population	3,909,800	2.2%
Households	1,102,100	2.2%
Total Retail Sales	$4,614,336,000	2.3%
Food Sales	$1,155,717,000	2.3%
Drug Sales	$ 200,709,000	3.1%
Gas Station Sales	$ 356,349,000	2.2%
Automobile Sales	$ 924,215,000	2.7%

CANADIAN COVERAGE

In addition to the U.S. market figures, WJR's daytime contour includes a Canadian area of about 3 million people.

WJR DETROIT
760 KC 50,000 WATTS
RADIO WITH ADULT APPEAL

IN
LANSING
WILS 5000 WATTS
IS
• 1ST IN POWER • 1ST IN AUDIENCE*
LOWEST IN COST/THOUSAND
*SHARE OF AUDIENCE:
63% average, 7:00 a.m. - 6:00 p.m. (Station B: 18%) C. E. HOOPER, Jan.-Feb. 1960
Represented by
VENARD, RINTOUL
AND MC CONNELL

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
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MICHIGAN *(Cont'd)*																		
KALAMAZOO	Kalamazoo	180.3	.0873	144	54.1	373,935	.1052	125	2,074	6,912	128	243,786	.1069	130	4,506	107	.1041	107
LANSING		313.3	.1691	84	92.3	648,191	.1824	79	2,069	7,023	115	421,629	.1849	81	4,568	123	.1806	107
	Clinton	39.6	.0214		11.1	81,076	.0172		1,542	5,502	125	32,823	.0143		2,939	118	.0172	80
	Eaton	52.4	.0283		15.9	87,081	.0245		1,661	5,475	120	47,485	.0208		2,986	125	.0242	86
	Ingham	221.3	.1194		65.3	500,064	.1407		2,260	7,658	113	341,521	.1498		5,230	124	.1382	117
MUSKEGON-MUSKEGON HEIGHTS																		
	Muskegon	155.9	.0841	161	46.2	273,709	.0770	169	1,756	5,924	117	174,502	.0765	179	3,777	107	.0783	93

© SM, 1960.

Sales Management's
COUNTY OUTLINE RETAIL SALES MAP

Includes Alaska and Hawaii—also Canadian Markets

Differences in retail sales volume shown by variations in county color shadings

All metropolitan areas clearly defined . . . 1750 cities with retail sales of $20 million or more . . . counties indicated whose family sales exceed U.S. average.

PRICE: $4.50 single copy; $3.50 each for two or more; $3.00 each for five or more

SALES MANAGEMENT, 630 Third Avenue, New York 17, N.Y.

KALAMAZOO is the GROWINGEST Metropolitan Area in the Nation

EFFECTIVE BUYING INCOME

		INDEX
1.	KALAMAZOO, MICH.	173.2
2.	Midland, Texas	171.0
3.	San Jose, Cal.	170.1
4.	Lafayette, La.	167.9
5.	San Bernardino-Riverside-Ontario, Cal.	166.6
6.	San Diego, Cal.	163.8
7.	Odessa, Texas	162.9
8.	Albuquerque, N. Mex.	161.9
9.	Las Vegas, Nev.	161.8
10.	Baton Rouge, La.	159.7

RETAIL SALES



		INDEX
1.	KALAMAZOO, MICH.	182.9
2.	Lafayette, La.	174.9
3.	San Jose, Cal.	169.1
4.	Midland, Texas	165.6
5.	San Diego, Cal.	163.0
6.	San Bernardino-Riverside-Ontario, Cal.	159.7
7.	Odessa, Texas	159.0
8.	Huntsville, Ala.	158.1
9.	Sacramento, Cal.	157.0
10.	Santa Barbara, Cal.	157.0

73% UP IN INCOME

83% UP IN RETAIL SALES

BY 1965, PREDICTS
Sales Management

Kalamazoo is the hub of a prosperous market with booming retail sales potential. It is frequently said that Kalamazoo people spend more because they have more. Now, Sales Management predicts that Kalamazoo's effective buying income will increase to 173.2 per cent of its 1959 total by 1965, and similarly, that its retail sales will boom to 182.9 per cent of 1959 five years from now.

No wonder that more and more advertisers are finding a big sales plus in the Southwestern Michigan market where the growing, prosperous audience depends (since 1833) on the Kalamazoo Gazette for the buying information that makes for better living.

"The daily newspaper is the total selling medium"



KALAMAZOO GAZETTE

NATIONAL REPRESENTATIVES: A. H. Kuch, 110 E. 42nd Street, New York 17, MUrray Hill 2-4760 • Sheldon B. Newman, 435 N. Michigan Ave., Chicago 11, SUperior 7-4680 • Brice McQuillin, 785 Market St., San Francisco 3, SUtter 1-3401 • William Shurtliff, 1612 Ford Bldg., Detroit 26, WOodward 1-0972.

A Booth Michigan Newspaper

Elyria a major metropolitan area market in Ohio . . . in the U. S.

Elyria-Lorain is the 9th largest metro area in the state of Ohio. Estimated population by 1/1/62 is 234,700 (ranking 115 in the U. S.). Income by 12/31/61 is estimated at $485,840,000 (ranking 106 in the U. S.); Income per household estimated to be $7,145. A great portion of this market lies in the southern ¾ of Lorain County, exclusively Elyria-covered. This includes prosperous industry plus a dominant agricultural economy to augment the industrial wage and leveling the dips normally effected by seasonal earnings.

GROWTH MARKET OF LORAIN COUNTY

Growth index for U. S. is 113.2 in sales up to 12/31/61; Lorain-Elyria index is 121 (10% above the state). Elyria leads this growth with phenomenal gains in certain classifications over the past six years; gen'l merch. increased 90%. Income increased 52% while the county increase was 38% and Lorain increased 16%.

Elyria is growing because southern Lorain County is a natural growth area. Plan to get your share of this growth market through the Chronicle-Telegram. Send for latest complete market data.

The Elyria Chronicle-Telegram

"The Family Newspaper" Represented by The Julius Mathews Special Agency, Inc.

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

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MICHIGAN *(Cont'd)*																		
SAGINAW	Saginaw	199.3	.1070	131	57.2	373,627	.1052	126	1,885	6,535	118	242,151	.1062	133	4,233	120	.1059	99
Potential Areas																		
BATTLE CREEK	Calhoun	142.9	.0771	175	41.8	281,364	.0792	167	1,969	6,731	113	184,008	.0807	170	4,402	118	.0792	103
BENTON HARBOR-ST. JOSEPH	Berrien	157.3	.0849	158	48.5	299,680	.0815	161	1,842	5,973	117	212,892	.0934	153	4,390	125	.0858	101
PORT HURON	St. Clair	110.1	.0594	212	32.7	192,321	.0541	215	1,747	5,881	118	121,999	.0535	222	3,731	104	.0550	93
Total Above Areas		6,448.5	3.4793		1,864.6	13,538,777	3.8095		2,100	7,261		8,048,200	3.5298		4,316		3.6598	105
State Total		8,199.1	4.4251		2,374.1	16,255,356	4.5737		1,983	6,847	114	10,021,220	4.3955		4,221	111	4.4905	101
OHIO																		
Standard Areas																		
AKRON	Summit	534.3	.2934	55	160.3	1,117,506	.3144	53	2,092	6,971	112	699,237	.3367	52	4,362	112	.3069	106
CANTON	Stark	351.7	.1893	77	103.2	682,008	.1919	78	1,939	6,608	115	440,254	.1931	78	4,266	113	.1918	101

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To sell in **AKRON**
only the **BEACON JOURNAL**
can do the job...

HOW DO YOUR PRODUCTS RANK IN

AKRON? OHIO

You'll find your answer in the new

1960-1961

TOP TEN BRANDS

A personal Akron home interview Consumer Inventory, consisting of 130 different categories with brand profiles by income, age and number of persons per household, is yours through your nearest Story, Brooks & Finley office.



Here are the facts about the Akron Beacon Journal area of influence

1½ BILLION DOLLAR MARKET

POPULATION **771,261** . . . FAMILIES **226,175**

Total Beacon Journal Circulation

DAILY **167,704** — SUNDAY **178,499**

Plan your sales promotions in Akron's ONLY Daily and Sunday newspaper and be sure your messages go home. ROP 1 color and black, 2 color and black and full color available Daily and Sunday Rotogravure and color Comics available on Sundays.

AKRON BEACON JOURNAL

"Ohio's Most Complete Newspaper"

JOHN S. KNIGHT, Publisher **Represented by Story, Brooks & Finley**



COLUMBUS, OHIO: TEST CITY, GROWTH CITY

In its copyrighted study of WBNS-TV's home town of Columbus, *Reader's Digest* says, when "a city displays all ten of the following characteristics it is likely to become Test City, U.S.A."

- Isolated and independent market
- Typical and diversified population
- Good and cooperative media
- Diversified business and industry
- Favorable income level
- Stable market
- Good distribution facilities
- Transportation hub
- Experience as a test city
- Good record as an indicator

Columbus has all ten — in rich abundance. WBNS-TV has the know-how, the coverage, the market research facilities to help advertisers take full advantage of this test market.

This makes things easy for timebuyers with new products to test. Logical location is Columbus, Ohio; logical station is WBNS-TV. See this issue's Market Data for facts which show Columbus is the fastest growing city in the state; one of the fastest growing in the nation.

WBNS TV

The nation's No. 1 TV test market station
Represented by Blair TV

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
OHIO *(Cont'd)*																		
CINCINNATI		1,100.0	.8937	23	348.7	2,224,454	.8259	23	2,022	6,379	110	1,437,359	.8304	25	4,122	109	.8209	105
	Campbell, Ky.	88.6	.0484		27.6	147,580	.0415		1,647	5,347	106	82,173	.0360		2,977	106	.0412	95
	Kenton, Ky.	124.2	.0670		38.9	219,470	.0618		1,767	5,642	103	129,200	.0567		3,321	106	.0613	91
	Hamilton	886.2	.4783		282.2	1,857,404	.5226		2,098	6,582	111	1,225,986	.5377		4,344	109	.5183	108

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All *Survey of Buying Power* data are available on IBM cards at nominal cost. These cards, as well as IBM listings of data in the *Survey*, regrouped according to your sales territories, may be obtained from Market Statistics, Inc., 630 Third Avenue, New York 17, N. Y., Phone YUkon 6-8557.

INSIDE SOLID CINCINNATI:



"Are you sure it was a good idea to tell them we Cincinnati Enquirer families have $600 more a year to spend than the average Cincinnati family?"

.....SOLID CINCINNATI READS THE CINCINNATI ENQUIRER



Daily Enquirer families *make* more, *need* more, *spend* more. You're *in solid* with them when you advertise in their newspaper . . . the Cincinnati Daily Enquirer. For more facts on the *market-that-matters* in Cincinnati, write the Cincinnati Enquirer for the latest Top Ten Brands survey.

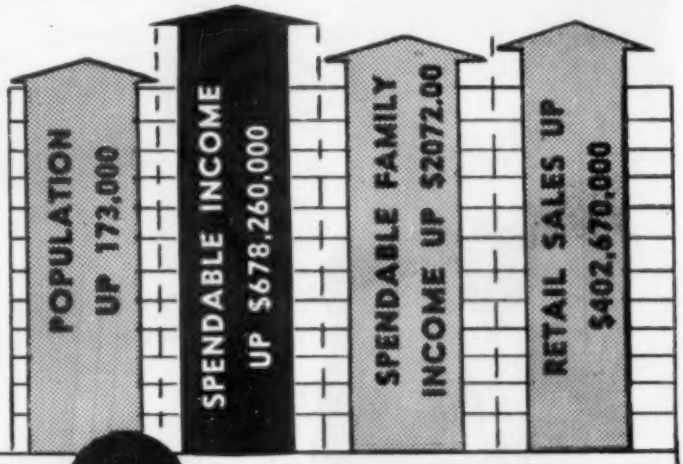
Represented by Moloney, Regan & Schmitt, Inc.



Take A Look at What's Happened to COLUMBUS—Ohio's Growth City

Here's the third market in the great state of Ohio..... the market where people not only have money to spend, but they spend it! Columbus' rate of growth since 1950 . . . population-wise and economy-wise is amazing. Penetrate this market with the Columbus newspapers . . . the evening and Sunday DISPATCH and and the morning CITIZEN - JOURNAL. Buy them separately or together on an attractive combination rate.

Circulation
DISPATCH
Evenings 287,994
Sunday 278,461
CITIZEN-JOURNAL 108,756
(largest in the history of Columbus morning newspapers)



Represented nationally by O'Mara & Ormsbee
New York, Detroit, Chicago, San Francisco, Los Angeles.

THE Columbus Dispatch
Evening and Sunday
and Columbus Citizen-Journal
Morning

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
OHIO (Cont'd)																		
CLEVELAND		1,876.0	1.0125	11	564.6	4,409,174	1.2407	11	2,350	7,809	114	2,899,858	1.1493	10	4,605	113	1.1650	115
	Cuyahoga	1,702.0	.9186		513.3	4,028,176	1.1335		2,367	7,848	111	2,638,118	1.0894		4,750	112	1.0713	117
	Lake	174.0	.0939		51.3	380,998	.1072		2,190	7,427	180	161,740	.0709		3,153	130	.0937	100
COLUMBUS	Franklin	727.1	.3924	37	216.0	1,654,069	.4654	32	2,275	7,658	119	973,986	.4272	35	4,509	109	.4393	112
DAYTON		735.3	.3966	33	218.4	1,661,210	.4506	36	2,178	7,332	115	931,136	.4084	37	4,263	123	.4272	108
	Greene	104.8	.0566		30.1	219,496	.0618		2,094	7,292	142	86,686	.0380		2,880	128	.0536	95
	Miami	78.4	.0412		23.8	145,092	.0408		1,899	6,096	118	93,040	.0408		3,909	116	.0409	99
	Montgomery	564.1	.2991		164.5	1,236,619	.3480		2,232	7,517	111	751,409	.3296		4,568	123	.3327	111
HAMILTON-MIDDLETOWN																		
	Butler	211.7	.1143	126	60.8	420,641	.1184	118	1,987	6,918	122	238,735	.1038	130	3,894	120	.1132	99
LIMA	Allen	106.6	.0575	220	32.1	207,648	.0584	201	1,947	6,466	112	144,389	.0633	199	4,497	119	.0587	104
LORAIN-ELYRIA	Lorain	234.7	.1267	115	68.0	485,840	.1367	106	2,070	7,145	126	240,143	.1053	134	3,532	121	.1253	99
SPRINGFIELD	Clark	135.6	.0732	180	41.2	265,748	.0748	170	1,960	6,450	111	160,881	.0706	187	3,904	106	.0732	100
STEUBENVILLE-WEIRTON		173.3	.0935	149	48.0	322,476	.0907	143	1,861	6,718	113	177,163	.0777	175	3,691	103	.0874	93
	Jefferson	101.4	.0547		28.7	188,494	.0530		1,859	6,568	105	124,579	.0546		4,341	99	.0538	98
	Brooke, W. Va.	30.1	.0162		8.1	53,379	.0150		1,773	6,590	129	17,801	.0078		2,198	102	.0131	81
	Hancock, W.Va.	41.8	.0226		11.2	80,603	.0227		1,928	7,197	122	34,783	.0153		3,106	120	.0205	91

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*FIRST in America in Department Store ADVERTISING**



6TH in America in total Advertising

Cleveland Plain Dealer

RETAIL SALES IN CLEVELAND AND ADJACENT COUNTIES

COMMODITY	CLEVELAND CUYAHOGA COUNTY (000)	26 ADJACENT COUNTIES (000)	TOTAL (000)
Total Retail Sales	$2,347,689	$1,977,224	$4,324,913
Retail Food	581,935	498,319	1,080,254
Retail Drug	92,487	59,441	151,928
Automotive	357,776	368,264	726,040
Gas Stations	144,966	161,669	306,635
Furniture, Hsld. Appliances	121,723	86,025	207,748

(Source, Sales Management Survey of Buying Power, May 10, 1960)

Akron, Canton and Youngstown Counties are not included in above sales



HERE IS THE COMPACT MARKET WITH RETAIL SALES LARGER THAN ANY ONE OF 35 ENTIRE STATES

Represented by Cresmer & Woodward, Inc., New York, Chicago, Detroit, Atlanta, San Francisco, Los Angeles. Member of Metro Sunday Comics and Magazine Network. Eastern Resort, Travel Representative: The Kennedy Co., 420 Lexington Ave., N. Y. • 9801 Collins Ave., Miami Beach 54, Fla. **Source: Media Records*



1. 1,228,800 customers for your products.
2. Total consumer effective buying income of $2,465,996,000. (Figures from Sales Management's 1960 Survey of Buying Power for WSPD's circulation area)
3. Industrial employment of more than 100,000 at Champion Spark Plugs, Libby-Owens-Ford, Toledo Scale and more than 800 other plants.
4. With 4 stations in town, 5 of every 10 radios are tuned to WSPD — audience domination that opens the pocketbooks of this rich market.

The right combination of circulation plus persuasion — Let Katz help you select the most persuasive times.

WSPD—Radio, Toledo
a STORER station

National Sales Offices:
625 Madison Ave., N. Y. 22
230 N. Michigan Ave., Chicago 1

Metropolitan Area Projections to Jan., 1962—(Cont'd)

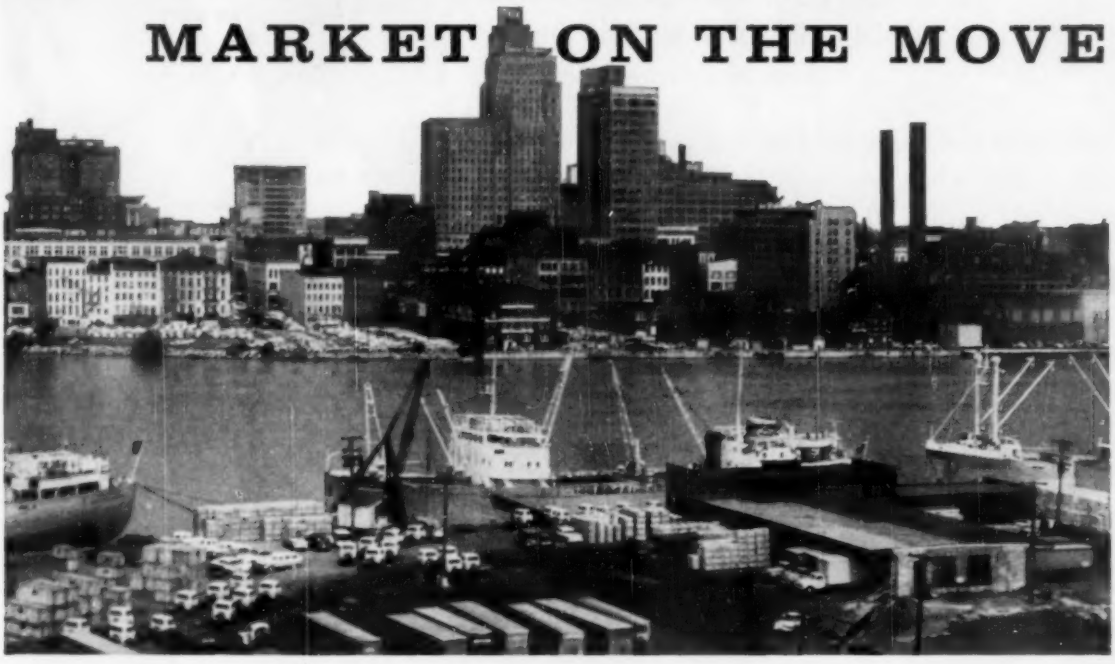
SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

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		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
OHIO *(Cont'd)*																		
TOLEDO	Lucas	469.7	.2535	61	143.2	1,096,217	.3085	58	2,334	7,655	105	620,518	.2757	59	4,389	115	.2877	113
YOUNGSTOWN-WARREN		530.9	.2866	56	160.3	1,070,373	.3012	57	2,016	7,122	117	661,261	.2900	55	4,400	119	.2949	103
	Mahoning	309.9	.1673		88.9	636,019	.1790		2,052	7,319	113	417,544	.1831		4,906	117	.1779	106
	Trumbull	221.0	.1193		63.4	434,354	.1222		1,965	6,851	123	243,717	.1069		3,944	124	.1170	98
Potential Areas																		
ASHTABULA	Ashtabula	95.7	.0517	233	29.4	175,415	.0494	227	1,833	5,966	108	106,407	.0467	242	3,619	92	.0491	95
MANSFIELD	Richland	124.8	.0673	183	38.9	259,442	.0730	173	2,082	7,031	123	159,944	.0702	189	4,335	120	.0710	105
MARION	Marion	62.8	.0339	293	19.3	113,761	.0320	284	1,811	5,894	116	83,946	.0368	280	4,350	129	.0338	100
NEWARK	Licking	85.0	.0513	234	25.5	175,836	.0495	224	1,861	5,994	126	100,037	.0439	252	3,381	106	.0483	94
PORTSMOUTH	Scioto	84.3	.0455	255	24.8	119,675	.0337	279	1,420	4,665	83	88,316	.0382	270	3,631	106	.0377	83
SANDUSKY	Erie	71.4	.0385	281	21.8	137,536	.0387	258	1,926	6,309	121	88,920	.0390	271	4,079	118	.0388	101
ZANESVILLE	Muskingum	79.5	.0429	266	24.1	134,411	.0378	264	1,691	5,577	106	91,687	.0402	267	3,804	112	.0395	92
Total Above Areas		7,900.2	4.2101		2,340.4	16,674,340	4.6929		2,138	7,125		10,051,140	4.4085		4,295		4.5106	107
State Total		10,110.8	5.4573		3,020.8	29,473,756	5.7009		2,925	9,776	114	12,412,014	5.4439		4,109	112	5.6060	103

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TOLEDO...

MARKET ON THE MOVE



1 million population ...2 billion dollar income

With an ABC trading zone population of over one million and net effective buying income of over $2 billion, Toledo offers national advertisers a market of great opportunity.

First in per capita income in Ohio

Toledo tops *all* of the rich Standard Metropolitan Areas of Ohio in per capita income, assuring advertisers of a market that is able to buy their products.

Unequaled family coverage

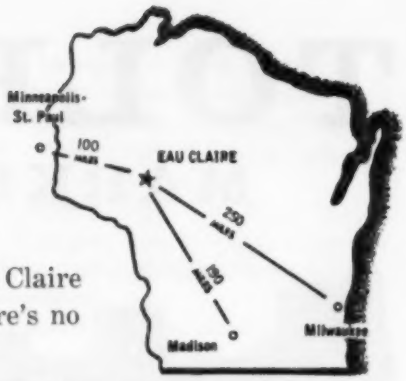
Toledo is a great and growing market . . . booming with expansion and new construction everywhere you look. Fortunately, The Blade provides an intensive family coverage of its market that is matched by few newspapers in the nation.

THE BLADE *One of America's Great Newspapers*

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

EAU CLAIRE

Wisconsin's 5th Metropolitan Market Is ISOLATED—Can Be Sold Only from the Inside



A glance at the map will show that you're covering the Eau Claire market only when you're in the Leader & Telegram. There's no larger city within 90 miles of Eau Claire.

★ Eau Claire is the hub of a 6-county trading area with . . .

185,300 People*
52,000 Households*
$273,247,000 Income*
$203,547,000 Sales*

*SM Survey of Buying Power 7/10/60

Newspaper Isolation . . .
Six counties isolated by preference—where readers establish the Leader-Telegram as No. 1 choice with double the circulation of all "outside" papers combined.

6-County Circulation (ABC 3/31/60)

LEADER-TELEGRAM		23,751
Minneapolis	—morning	1,611
	—evening	1,368
St. Paul	—morning	1,660
	—evening	749
Milwaukee	—morning	1,547
	—evening	572

Total Leader-Telegram circulation—27,647

METROPOLITAN EAU CLAIRE*

111,600 Population*
31,400 Households*
$178,030,000 Income*
$125,899,000 Sales*

The Only Way to Get Effective, Highly Merchandisable Coverage in Wisconsin's 5th Market

The EAU CLAIRE LEADER & TELEGRAM

MORNING • EVENING • SUNDAY

Represented by SHANNON & ASSOCIATES, INC.

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
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WISCONSIN																		
Standard Areas																		
DULUTH-SUPERIOR		278.0	.1500	97	85.4	504,717	.1420	102	1,816	5,910	109	313,775	.1376	105	3,674	99	.1423	95
	St. Louis, Minn.[1]	233.7	.1261		72.1	426,978	.1201		1,827	5,922	110	261,467	.1147		3,626	98	.1197	95
	Douglas	44.3	.0239		13.3	77,739	.0219		1,756	5,845	102	52,308	.0229		3,933	105	.0226	95
GREEN BAY	Brown	131.3	.0709	184	36.0	235,522	.0663	182	1,794	6,542	123	168,881	.0741	183	4,691	110	.0686	98
KENOSHA	Kenosha	106.1	.0573	223	32.1	212,965	.0599	194	2,007	6,634	115	119,479	.0524	226	3,722	123	.0571	100
MADISON	Dane	235.4	.1271	114	66.7	497,298	.1399	104	2,113	7,458	119	291,220	.1277	112	4,366	108	.1337	105
MILWAUKEE		1,249.9	.6746	18	370.0	2,647,368	.7449	18	2,118	7,155	113	1,572,498	.6896	22	4,250	101	.7143	106
	Milwaukee	1,067.8	.5763		318.7	2,288,425	.6439		2,143	7,180	109	1,410,270	.6185		4,425	99	.6228	106
	Waukesha	182.1	.0983		51.3	358,943	.1010		1,971	6,997	151	162,210	.0711		3,162	128	.0915	93
RACINE	Racine	148.9	.0804	167	44.5	323,518	.0910	142	2,173	7,270	125	189,090	.0829	168	4,249	119	.0865	100
Potential Areas																		
APPLETON	Outagamie	106.5	.0575	222	29.7	185,965	.0523	218	1,746	6,261	123	124,865	.0548	217	4,204	103	.0641	94
BELOIT-JANESVILLE	Rock	118.3	.0639	197	36.0	239,221	.0673	181	2,022	6,645	110	147,425	.0847	194	4,096	106	.0656	103
EAU CLAIRE		106.0	.0567	224	29.6	173,979	.0490	230	1,657	5,878	107	130,843	.0574	211	4,421	106	.0630	93
	Chippewa	45.7	.0247		12.2	82,167	.0175		1,360	5,096	105	52,601	.0231		4,312	98	.0206	83
	Eau Claire	59.3	.0320		17.4	111,812	.0315		1,886	6,426	108	78,262	.0343		4,498	114	.0324	101
FOND DU LAC	Fond du Lac	76.9	.0415	270	22.0	135,998	.0383	280	1,768	6,182	113	99,160	.0435	253	4,507	114	.0405	98

1 Included in Minnesota area totals only.

© SM, 1960.



Among the nation's 20 largest markets Milwaukee ranks

sixth in food store sales per family

THE SELLING'S FINE IN MILWAUKEE! With net personal income averaging $50,000,000 weekly, Milwaukee has quite a spendable attitude. The food bill alone amounts to more than $7,000,000 each week.

With coverage of 9 out of 10 homes, The Milwaukee Journal exerts strong influence over the big spending of Metro Milwaukee's 1,189,000 people. Milwaukee retail grocers know the selling power and economy of this saturation, one-paper coverage . . . concentrate 90% of their advertising dollars in The Milwaukee Journal.

MEMBER OF MILLION MARKET NEWSPAPERS, INC. — Offices: New York, 529 Fifth Avenue; Chicago, 333 N. Michigan Blvd.; Detroit; Los Angeles; San Francisco.

ANY WAY YOU LOOK AT IT— MILWAUKEE IS A TOP TEN MARKET

Median income per family	5th
% of families with incomes over $7,000	6th
Median value of single dwelling units	4th
Retail store sales per family*	2nd
Automotive sales per family	5th
General merchandising store sales per family	5th
Eating-drinking place sales per family	2nd

*Excluding mail orders and other nonstore sales

with coverage of 9 out of 10 families . . .

THE MILWAUKEE JOURNAL DELIVERS THE GOODS IN MILLION MARKET MILWAUKEE!

Metropolitan Area Projections to Jan., 1962–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

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WISCONSIN (Cont'd)																	
LA CROSSE—La Crosse	73.6	.0397	276	21.2	131,222	.0389	271	1,783	6,190	106	95,423	.0419	260	4,501	96	.0390	98
MANITOWOC-TWO RIVERS—Manitowoc	76.5	.0413	271	22.2	130,901	.0388	272	1,711	5,896	111	74,169	.0325	293	3,341	96	.0364	88
OSHKOSH—Winnebago	112.4	.0607	204	33.2	204,348	.0575	202	1,818	6,155	117	140,972	.0618	203	4,246	116	.0594	98
SHEBOYGAN—Sheboygan	88.1	.0476	250	26.8	161,203	.0454	239	1,830	6,060	101	100,058	.0439	251	3,762	101	.0454	95
WAUSAU—Marathon	90.5	.0488	242	24.9	139,945	.0394	254	1,546	5,643	110	98,415	.0432	254	3,969	121	.0424	87
Total Above Areas	2,719.4	1.4680		794.6	5,419,453	1.5249		1,993	6,820		3,352,514	1.4704		4,219		1.4972	102
State Total	4,079.2	2.2019		1,184.5	7,481,546	2.1053		1,834	6,316	113	4,918,070	2.1573		4,152	107	2.1402	9

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South Atlantic States
Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia . . 151-169

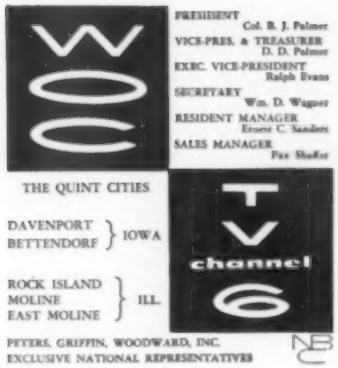
East South Central States
Alabama, Kentucky, Mississippi, Tennessee 168-171

West South Central States
Arkansas, Louisiana, Oklahoma, Texas . . 171-178

Mountain States
Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, Wyoming . . 178-181

Pacific States
California, Hawaii, Oregon, Washington . . 184-202

Of the top ten markets in the U. S., nine are cities but <u>one</u> is a state! Iowa, with a population of 2,807,700 ranks after New York, Los Angeles, Chicago, Philadelphia, Detroit and Boston. The unique circulation of the Des Moines Register and Tribune puts Iowa in the top ten - it reaches nearly 70% of the whole state!



47th TV MARKET IN THE NATION

Source: Television Magazine

And Still Growing

WOC-TV's 42 County Area shows an increase in

Population*	up 22,100	to	1,654,200	
TV Homes	up 43,848	to	472,820	
Farm Population	up 17,300	to	339,600	
Effective Buying Income*	up $198,240,000	to		$3,077,627,000
Gross Farm Income	up $ 91,902,000	to		$1,305,408,000

*"Survey of Buying Power — 1960"

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES MGMT. ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
IOWA																		
Standard Areas																		
CEDAR RAPIDS	Linn	144.1	.0778	173	46.2	295,941	.0832	160	2,053	6,403	122	227,756	.0899	144	4,930	126	.0871	112
DAVENPORT-ROCK ISLAND-MOLINE		276.7	.1483	99	84.9	588,488	.1656	87	2,127	6,932	110	380,967	.1671	90	4,487	103	.1628	109
	Rock Island, Ill.	152.5	.0823		46.9	336,683	.0947		2,208	7,184	110	192,428	.0844		4,112	103	.0891	108
	Scott	124.2	.0670		38.1	251,805	.0709		2,027	6,609	110	188,588	.0827		4,949	107	.0737	110
DES MOINES	Polk	276.5	.1492	100	80.6	595,957	.1677	86	2,156	6,651	112	487,180	.2049	73	6,214	127	.1782	117
DUBUQUE	Dubuque	82.4	.0445	260	22.1	146,274	.0412	250	1,775	6,619	105	112,081	.0492	235	5,072	104	.0443	100

© SM, 1960.

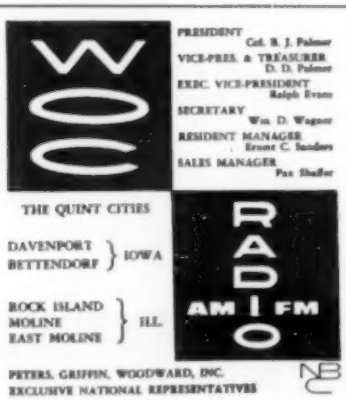
SOUND OF THE SIXTIES

Tops in QUINT-CITY Radio Programming

WOC Radio's 14 County Area shows an increase in

Population*	up 17,800	to	632,100	
Radio Homes	up 720	to	195,650	
Farm Population	up 3,900	to	106,600	
Effective Buying Income*	up $96,364,000	to		$1,210,475,000
Gross Farm Income	up $40,054,000	to		$ 467,009,000

*"Survey of Buying Power — 1960"



Their Authority Is the *Survey*

Wherever and whenever media people talk population, income and sales data, you can be sure their authority is the 32-year-old *Survey*. They know the *Survey* is reliable, and rely on it. And they know too that the people they are talking to—advertisers and advertising agencies—rely on the same authority.

WHO-TV HAS BUY-APPEAL!

Thousands of Central Iowa housewives get most of their shopping and *buying* ideas from WHO-TV — because this station reaches more of their homes in 80 of 120 quarter hours surveyed, from Noon to 6 p.m., Monday through Friday (NSI — June 20-July 17, 1960).

Family Theatre, an exclusive WHO-TV production, reaches an average of 49% more homes than any other station in the market — Noon-2 p.m., Monday through Friday!

WHO-TV's "station time" programming is produced with the state's leading television personalities and studio facilities, plus one of America's most complete film libraries*.

Sell Central Iowa's housewives, at a low cost per thousand, on daytime WHO-TV. Ask your PGW Colonel for availabilities!

• • • • • • • • • • • • • • • • •

**MGM Package ★ WARNER BROTHERS "Vanguard" ★ "Showcase Package" ★ NTA "Dream," "Champagne," "Lion," "Sunset," "Santa Monica" ★ SCREEN GEMS "Sweet 65" ★ HOLLYWOOD TELEVISION SERVICE "Constellation" ★ M and A ALEXANDER "Imperial Prestige" ★ PARAMOUNT LIBRARY and others.*

• • • • • • • • • • • • • • • • •

WHO-TV
WHO-TV
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WHO-TV
WHO-TV



WHO-TV

Channel 13 • Des Moines

NBC Affiliate

Col. B. J. Palmer, President
P. A. Loyet, Resident Manager
Robert H. Harter, Sales Manager



Peters, Griffin, Woodward, Inc., *National Representatives*

WHO-TV is part of Central Broadcasting Company, which also owns and operates WHO Radio, Des Moines WOC-TV, Davenport

BUY YOUR SHARE OF THE BIG SIOUX CITY MARKET... BUY KVTV*

	TV MARKET	METROPOLITAN SIOUX CITY
POPULATION**	769,600	107,000
TV HOMES*****	203,900	34,200
HOUSEHOLDS**	229,200	33,700
TOTAL RETAIL SALES**	$ 960,209,000	$157,236,000
TOTAL EBI**	$1,282,400,000	$199,891,000
TOTAL FOOD SALES**	$ 185,132,000	$ 31,479,000
TOTAL DRUG SALES**	$ 29,250,000	$ 5,528,000

* MORE PEOPLE IN SIOUX CITY WATCH KVTV THAN ANY OTHER STATION, ACCORDING TO ARB'S MARCH, 1960 SURVEY

SOURCES:
** Sales Management Survey of Buying Power, June 10, 1960
*** Television Data Book, March, 1960

KVTV
CHANNEL 9 • SIOUX CITY, IOWA
CBS • ABC



PEOPLES BROADCASTING CORPORATION

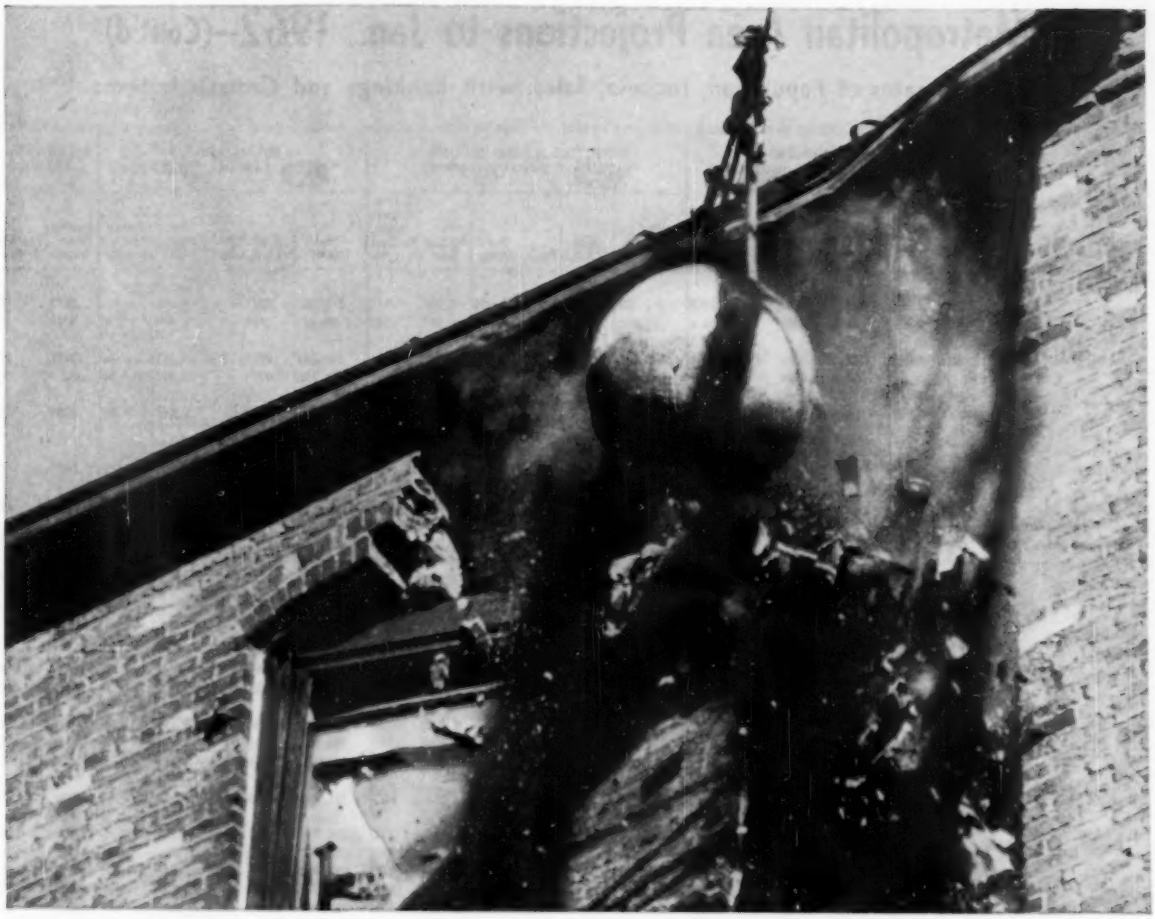
KVTV	Sioux City, Iowa
WNAX	Yankton, South Dakota
WGAR	Cleveland, Ohio
WRFD	Worthington, Ohio
WTTM	Trenton, New Jersey
WMMN	Fairmont, W. Va.

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
IOWA (Cont'd)																		
SIOUX CITY	Woodbury	110.1	.0594	211	34.7	267,771	.0585	200	1,837	5,968	99	163,472	.0717	186	4,711	98	.0626	105
WATERLOO	Black Hawk	127.7	.0689	191	39.7	258,236	.0727	175	2,022	6,673	111	175,348	.0769	178	4,531	116	.0732	106
Potential Areas																		
CLINTON	Clinton	58.5	.0306	297	17.5	102,800	.0290	292	1,819	5,874	104	84,993	.0373	288	4,857	101	.0317	104
MASON CITY	Cerro Gordo	50.7	.0274	300	15.9	98,779	.0272	298	1,909	6,087	101	86,150	.0378	276	5,418	118	.0304	111
Total Above Areas		848.0	.4577		264.7	1,703,657	.4794		2,009	6,436		1,316,970	.5777		4,975		.5045	110
State Total		2,807.7	1.5153		861.0	5,045,756	1.4203		1,797	5,860	107	3,916,709	1.7182		4,549	113	1.5298	101
KANSAS																		
Standard Areas																		
TOPEKA	Shawnee	147.9	.0797	170	49.2	306,888	.0863	158	2,078	6,363	125	192,340	.0844	162	3,990	119	.0844	106
WICHITA	Sedgwick	379.5	.2048	71	124.7	776,967	.2186	67	2,047	6,231	128	471,823	.2069	72	3,784	112	.2123	104
Potential Areas																		
HUTCHINSON	Reno	59.2	.0320	295	19.3	112,308	.0316	286	1,897	5,819	109	85,606	.0375	280	4,436	116	.0335	105
Total Above Areas		586.3	.3165		192.2	1,196,958	.3365		2,040	6,222		749,769	.3288		3,901		.3302	104
State Total		2,249.8	1.2149		702.5	4,252,121	1.1964		1,890	6,053	117	2,675,027	1.1727		3,808	110	1.1930	98
MINNESOTA																		
Standard Areas																		
DULUTH-SUPERIOR		278.0	.1500	97	85.4	504,717	.1420	102	1,816	5,910	109	313,775	.1376	105	3,674	99	.1423	95
	St. Louis	233.7	.1261		72.1	426,978	.1201		1,827	5,922	110	261,467	.1147		3,626	98	.1197	95
	Douglas, Wisc.	44.3	.0239		13.3	77,739	.0219		1,755	5,845	102	52,308	.0229		3,933	106	.0226	95
FARGO-MOORHEAD		109.1	.0589	219	29.9	203,449	.0572	204	1,864	6,804	115	169,879	.0745	182	5,681	116	.0827	108
	Clays	40.7	.0220		10.9	75,866	.0213		1,864	7,157	120	49,642	.0218		4,683	160	.0216	90
	Cass, N. D.	68.4	.0369		19.3	127,583	.0359		1,865	6,611	113	120,237	.0527		6,230	106	.0411	111
MINNEAPOLIS-ST. PAUL		1,560.2	.8421	14	468.1	3,291,578	.9234	14	2,103	7,010	123	2,140,106	.9388	13	4,572	116	.9118	108
	Anoka	104.5	.0564		28.4	177,261	.0499		1,696	6,242	208	80,048	.0220		1,782	124	.0428	76
	Dakota	86.3	.0466		23.3	146,139	.0411		1,693	6,272	142	69,280	.0304		2,973	113	.0380	84
	Hennepin	874.9	.4722		288.8	1,953,086	.5496		2,232	7,271	120	1,401,681	.6148		5,218	122	.5537	117

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What makes a newspaper great?



The "Headache Ball" building wreckers call it. And whenever this massive chunk of steel caroms off some well-loved community landmark, city officials can expect the agony of sudden change to be widespread and vocal.

Best remedy for pains of progress: an informed citizenry aware of the need for urban redevelopment, convinced of the good that comes of it, conditioned to accept new patterns of living that sound city planning brings about. Best medium for keeping citizens so informed: the daily newspaper.

Since World War II, city planning and redevelopment have been a major reporting project of the Minneapolis Star and the Minneapolis Tribune. Led by Daniel Upham, executive assistant in the news department, staff writers, photographers and cartographers of these newspapers have helped keep readers apace with the growth of their community (and growing pains to a minimum) through clear, concise articles and picture stories.

As each new project is initiated and reaches completion—to the tune of $200 million in downtown Minneapolis alone in post-World War II expenditures—Minneapolitans are watching their city being transformed in the pages of the Star and the Tribune.

These newspapers, says Lawrence M. Irvin, Minneapolis Planning Director, "have given consistent support and excellent, broadscale and effective coverage to matters of urban planning. Almost all major projects, from research to physical construction and establishment of legal controls have been thoroughly covered and well related to the larger planning framework in a way which makes people more aware of the need for 'comprehensive' as compared to 'project' planning."

Last May 23, for the first time to any newspaper, special recognition came to the Minneapolis Star and the Tribune at the National Planning Conference of the American Society of Planning Officials: The Society's initial annual award "for public service rendered in the advancement of city and regional planning through outstanding journalism."



UPHAM

MINNEAPOLIS STAR
EVENING

Minneapolis Tribune
MORNING & SUNDAY

525,000 COMBINED DAILY · 655,000 SUNDAY

JOHN COWLES, *President*

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Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
MINNESOTA *(Cont'd)*																		
	Ramsey	437.9	.2384		132.2	912,407	.2567		2,084	6,902	115	570,252	.2541		4,312	103	.2519	107
	Washington	56.6	.0308		15.6	92,685	.0261		1,638	5,941	149	39,847	.0178		2,554	116	.0244	80
1GRAND FORKS-EAST GRAND FORKS		36.8	.0469	252	24.0	148,018	.0416	248	1,785	6,167	116	116,033	.0500	230	4,835	94	.0455	97
	Polk	35.9	.0194		10.1	56,328	.0158		1,569	5,577	102	40,130	.0178		3,973	94	.0171	88
	Grand Forks, N. D.	30.9	.0275		13.9	91,690	.0258		1,801	6,596	127	75,903	.0333		5,461	96	.0294	103
Potential Areas																		
ROCHESTER	Olmsted	60.6	.0375	283	19.3	134,060	.0377	265	1,929	6,947	154	105,780	.0464	244	5,481	121	.0403	107
ST. CLOUD	Stearns	61.9	.0442	263	19.3	119,302	.0338	281	1,487	6,181	106	94,063	.0413	264	4,874	106	.0390	86
Total Above Areas		1,988.6	1.0738		592.1	4,039,985	1.1367		2,030	6,823		2,553,735	1.1641		4,482		1.1324	105
State Totals		3,806.1	1.8819		1,011.7	6,349,617	1.7871		1,811	6,276	116	4,327,842	1.8862		4,279	109	1.8414	97
MISSOURI																		
Standard Areas																		
KANSAS CITY		1,100.4	.8940	22	360.6	2,513,787	.7074	20	2,284	6,971	120	1,611,791	.7060	21	4,470	115	.6847	115
	Johnson, Kans.	171.5	.0926		53.3	456,527	.1285		2,662	8,565	151	145,493	.0638		2,730	126	.1019	110
	Wyandotte, Kans.	187.8	.1014		58.6	348,765	.0978		1,846	5,917	106	195,110	.0856		3,330	114	.0948	93
	Clay	101.0	.0545		32.8	216,467	.0609		2,143	6,600	140	164,190	.0720		5,006	118	.0630	116
	Jackson	640.1	.3455		215.9	1,494,008	.4204		2,334	6,920	115	1,108,990	.4865		5,127	113	.4250	123
ST. JOSEPH	Buchanan	89.6	.0484	245	29.2	170,604	.0480	231	1,904	6,050	95	121,993	.0535	223	4,320	106	.0497	103
ST. LOUIS		2,138.3	1.1525	10	656.0	4,468,293	1.2574	10	2,093	6,811	114	2,686,746	1.1799	11	3,962	106	1.2012	104
	Madison	233.8	.1262		72.8	485,321	.1366		2,076	6,666	117	298,792	.1135		3,565	114	.1276	101
	St. Clair	270.5	.1460		81.7	514,308	.1447		1,901	6,296	121	282,568	.1152		3,214	106	.1361	93
	Jefferson	74.8	.0404		22.3	128,833	.0363		1,722	5,777	128	47,566	.0209		2,133	122	.0325	80
	St. Charles	80.3	.0325		17.3	105,273	.0296		1,748	6,085	175	64,641	.0240		3,158	125	.0286	88
	St. Louis	1,495.9	.8074		461.9	3,234,558	.9102		2,162	7,003	110	1,975,189	.8663		4,276	107	.8765	109
SPRINGFIELD	Greene	130.8	.0706	187	43.4	246,989	.0695	179	1,888	5,691	125	199,735	.0876	157	4,602	136	.0782	107
Potential Areas																		
JOPLIN		109.1	.0589	218	36.4	179,616	.0505	222	1,646	4,936	108	154,029	.0676	191	4,232	115	.0573	97
	Jasper	78.8	.0424		27.0	135,836	.0382		1,728	5,031	109	124,865	.0548		4,625	119	.0440	104
	Newton	30.5	.0165		9.4	43,781	.0123		1,435	4,658	114	29,155	.0128		3,102	102	.0133	81
Total Above Areas		3,565.2	1.9244		1,124.6	7,979,269	2.1328		2,126	6,740		4,998,285	2.0958		4,167		2.0661	107
State Total		4,421.1	2.3883		1,379.1	8,378,858	2.3573		1,895	6,075	113	5,089,402	2.4996		4,133	112	2.4058	101

1 Included in North Dakota area totals only.

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Sales Management's

COUNTY OUTLINE RETAIL SALES MAP

Includes Alaska and Hawaii—also Canadian Markets

Differences in retail sales volume shown by variations in county color shadings

All metropolitan areas clearly defined . . . 1750 cities with retail sales of $20 million or more . . . counties indicated whose family sales exceed U.S. average.

PRICE: $4.50 single copy; $3.50 each for two or more; $3.00 each for five or more

SALES MANAGEMENT, 630 Third Avenue, New York 17, N.Y.



Represented nationally by Moloney, Regan and Schmitt

THE GLOBE DELIVERS A NEW ALL-TIME HIGH OF 339,128*

*The St. Louis Globe-Democrat has gained 51,043 in daily circulation. This has happened since March, 1955, under the Newhouse ownership. (Publisher's statement as submitted to ABC for six months ending Sept. 30, 1960 ...subject to audit.)

REPLAY OF OUR ALL-TIME RECORD

FOR THE 9th CONSECUTIVE YEAR REGIONAL RADIO WOW RANKS FIRST IN THE 103 COUNTY RADIO WOW PULSE AREA! March 1960

*PROVED THE MOST RELIABLE ☆ MOST BELIEVABLE ☆ WITH THE MOST POPULAR NEWSCASTERS

*In a recent qualitative study by PULSE, Inc. (March 1960)

Get the FACTS today - from John Blair, or Bill Wiseman

Radio WOW DELIVERS MORE HOUSEHOLDS In Nebraska and Iowa Than Any Other Single Medium!

"One of the Family"

5,000 WATTS WOW 590 KC OMAHA NEBRASKA

A MEREDITH STATION
Affiliated with Better Homes & Gardens and Successful Farming Magazines

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

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NEBRASKA																	
Standard Areas																	
LINCOLN ..... Lancaster	163.6	.0883	151	52.1	347,942	.0879	137	2,127	6,678	124	210,106	.0922	194	4,033	108	.0843	107
OMAHA	481.3	.2597	80	144.9	968,997	.2721	61	2,909	6,674	119	610,239	.2676	81	4,211	107	.2683	103
Pottawattamie, Iowa	86.8	.0468		26.7	152,077	.0428		1,752	5,696	122	86,811	.0381		3,251	117	.0422	90
Douglas	357.6	.1930		109.0	744,496	.2095		2,082	6,793	117	508,685	.2222		4,623	109	.2100	109
Sarpy	36.9	.0199		8.6	70,424	.0198		1,909	8,189	143	16,743	.0073		1,947	128	.0161	81
Total Above Areas	644.9	.3480		197.0	1,316,939	.3700		2,038	6,679		820,344	.3598		4,164		.3626	104
State Total	1,438.9	.7764		439.8	2,838,883	.7423		1,834	6,002	109	1,889,376	.8183		4,230	102	.7710	99
NORTH DAKOTA																	
Standard Areas																	
FARGO-MOORHEAD	109.1	.0589	219	29.9	203,449	.0572	204	1,864	6,804	115	169,879	.0745	192	5,681	116	.0627	106
Clays, Minn.	40.7	.0220		10.8	75,986	.0213		1,864	7,157	120	49,842	.0218		4,663	160	.0216	98
Cass	68.4	.0369		19.3	127,563	.0359		1,865	6,611	113	120,237	.0527		6,230	105	.0411	111
Potential Area																	
GRAND FORKS-EAST GRAND FORKS	86.8	.0469	252	24.0	148,018	.0416	248	1,705	6,167	110	116,033	.0509	230	4,835	94	.0456	97
Polk, Minn.	35.9	.0194		10.1	56,329	.0158		1,569	5,577	102	40,130	.0176		3,973	94	.0171	88
Grand Forks	50.9	.0275		13.9	91,690	.0258		1,801	6,596	127	75,903	.0333		5,461	99	.0294	103
Total Above Areas	195.9	.1058		53.9	351,467	.0988		1,794	6,521		285,912	.1254		5,304		.1092	102
State Total	638.4	.3445		171.8	1,010,475	.2844		1,583	5,889	110	816,608	.3579		4,756	104	.3186	92
SOUTH DAKOTA																	
Standard Areas																	
SIOUX FALLS ..... Minnehaha	90.3	.0487	243	27.8	169,821	.0478	232	1,881	6,109	109	140,002	.0614	204	5,036	110	.0521	107
Potential Area																	
RAPID CITY ..... Pennington	65.5	.0354	289	20.9	107,850	.0303	286	1,647	5,235	109	94,740	.0416	261	4,599	110	.0347	98
Total Above Areas	155.8	.0841		48.4	277,671	.0781		1,782	5,737		234,742	.1030		4,850		.0868	103
State Total	694.9	.3750		200.4	1,065,867	.3000		1,585	5,418	105	838,199	.3680		4,180	104	.3322	90

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*84.6% WEEKLY "CUME"

IMPORTANT TO PEOPLE

Eddie Gallaher. Lewis Martin. Bob Dalton. Arthur Godfrey. Art Linkletter. Bob Kelly. Jaime Bragg. Jim Meyers. Ted Miller. Hal Stepler. Bing Crosby. Rosemary Clooney. WTOP News. CBS News. Garry Moore. Roger Mudd. Sports Time. In Person. Lowell Thomas. World Tonight. University of Maryland Football. Redskins Football. Triple Crown Races. Washington Senator Baseball. Drew Pearson. Dialogue on the Arts. Church of the Air. Capitol Cloakroom. Elder Michaux. Salt Lake Tabernacle. Johnny Dollar. Howard K. Smith. Suspense. Metropolitan Opera. New York Philharmonic. Edward R. Murrow. City Side. Mitch Miller. Face the Nation. World News Round-up.

*A figure that shows the penetration, salesmanship and prestige programming of

wtop radio
the IMPORTANT station
In Washington, D. C.

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
DELAWARE																		
Standard Area																		
WILMINGTON		381.8	.2060	70	109.9	984,386	.2714	62	2,526	8,775	118	525,685	.2306	68	4,783	110	.2461	119
	New Castle	321.7	.1736		91.8	841,491	.2368		2,616	9,167	119	453,661	.1990		4,942	107	.2128	123
	Salem, N. J.	60.1	.0324		18.1	122,895	.0346		2,045	6,790	113	72,024	.0316		3,979	135	.0333	103
Total Above Area		381.8	.2060		109.9	984,386	.2714		2,526	8,775		525,685	.2306		4,783		.2461	119
State Total		468.6	.2528		135.9	1,110,253	.3159		2,389	8,238	117	672,196	.2949		4,946	110	.2965	117
DISTRICT OF COLUMBIA																		
Standard Area																		
WASHINGTON		2,175.0	1.1738	9	613.2	5,416,566	1.5240	8	1,984	8,833	126	3,085,954	1.3536	8	5,033	121	1.4029	120
	District of Columbia	775.4	.4185		227.4	1,980,945	.5293		2,426	8,272	104	1,404,261	.6159		6,175	108	.5331	127
	Montgomery, Md.	397.5	.2145		111.0	1,078,050	.3033		2,712	9,712	137	496,939	.2180		4,477	143	.2800	121
	Prince Georges, Md.	404.5	.2183		107.1	886,834	.2495		2,192	8,280	130	498,899	.2048		4,358	140	.2299	105
	Arlington, Va.	265.0	.1430		78.3	745,747	.2098		2,814	9,524	120	446,189	.1957		5,698	112	.1922	134
	Fairfax, Va.	332.6	.1795		89.4	824,990	.2321		2,480	9,228	197	271,696	.1192		3,039	176	.1877	105
Total Above Area		2,175.0	1.1738		613.2	5,416,566	1.5240		2,490	8,833		3,085,954	1.3536		5,033		1.4029	120
State Total		775.4	.4185		227.4	1,980,945	.5293		2,426	8,272	104	1,404,261	.6159		6,175	108	.5331	127

© SM, 1960.

FORT LAUDERDALE NOW THE NATION'S FASTEST GROWING STANDARD METROPOLITAN AREA!

■ Population has zoomed to 329,406 as shown in the 1960 Census for the Fort Lauderdale-Hollywood area in Broward County. This is a 293% increase for the last 10 years! CHECK the FORT LAUDERDALE MARKET NOW in this magazine. Get details on this prime market and its prosperous buyers . . . and on the newspaper that delivers 50% more Broward County circulation and 147% more Fort Lauderdale circulation than any other newspaper.* Fort Lauderdale News — represented nationally by Ward-Griffith Co., Inc.

Florida's No. 1 Evening Newspaper in total advertising!

*ABC period ending March 31, 1960

FORT LAUDERDALE NEWS

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA / County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
	Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
FLORIDA																	
Standard Areas																	
FORT LAUDERDALE-HOLLYWOOD																	
Broward	417.5	.2253	66	129.2	637,755	.2357	66	2,607	6,494	178	703,523	.3086	51	5,445	178	.2566	113
JACKSONVILLE ..... Duval	449.2	.2425	62	126.7	745,852	.2099	71	1,660	5,907	109	606,444	.2660	62	4,786	95	.2333	98

© SM, 1960.

America's fastest growing major market

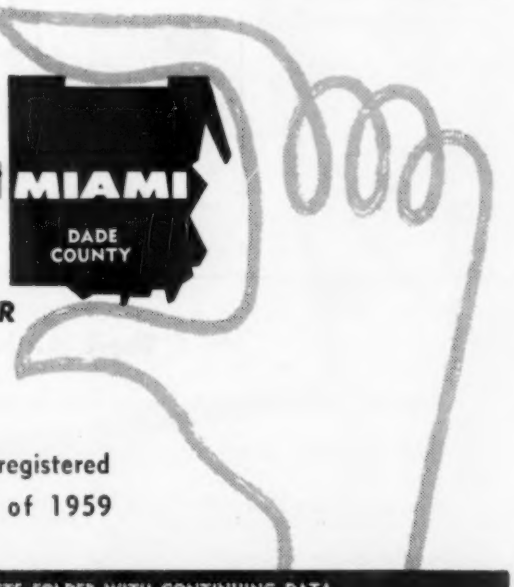
IS COVERED BY

FLORIDA'S LARGEST* EVENING NEWSPAPER

THE MIAMI NEWS

"The Best Newspaper Under The Sun"

*Substantial daily circulation increases have been registered in every month of 1960 over the same months of 1959



Represented by SAWYER-FERGUSON-WALKER

ASK FOR A COPY OF THE LATEST MIAMI MARKET FACTS FOLDER WITH CONTINUING DATA

INTER-OFFICE MEMO

Date: September 29, 1960

To: Mr. Andersen
From: Harold Hamilton
Subject: 1960 A.B.C. Reports.

We have finally received all the 1960 ABC Audit Reports for the year ending March 31, 1960. We show a Sunday average of over 100,000---103,218 to be exact.

In our 5 county area we have 92,820 Sunday while our Jacksonville, Tampa and Miami friends have 18,005 combined. So we still have 5 to 1 Sunday over their combined total.

Daily circulation is 105,344. In the same 5 county area, it is 95,624 compared to 14,095 for Jacksonville, Miami, Tampa competition.

So our daily is now 6.7 to one against their combined total.

I also compared the reports to those of 1950. In the 10 year period we have held them to a daily gain of 211 while we were gaining 54,414. On Sunday they gained 2,030 while we gained 57,078.

Orlando Sentinel-Star

Gateway to the Moon — Ask Branham



Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

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		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
FLORIDA *(Cont'd)*																		
MIAMI	Dade	981.8	.8290	26	302.0	2,043,871	.5751	26	2,082	6,768	122	1,705,009	.7473	19	5,646	115	.6179	117
ORLANDO		356.8	.1928	76	112.5	630,713	.1774	79	1,768	5,606	144	521,610	.2288	68	4,637	130	.1958	102

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Their Authority Is the *Survey*

Wherever and whenever media people talk population, income and sales data, you can be sure their authority is the 32-year-old *Survey*. They know the *Survey* is reliable, and rely on it. And they know too that the people they are talking to—advertisers and advertising agencies—rely on the same authority.


this is HERALD LAND!
A retail market bigger than 26 entire states
CAPE CANAVERAL
MELBOURNE
BREVARD
INDIAN RIVER
VERO BEACH
FT. PIERCE
ST. LUCIE
STUART
MARTIN
PALM BEACH
W. PALM BEACH
LAKE WORTH
FT. LAUDERDALE
HOLLYWOOD
BROWARD
NAPLES
COLLIER
DADE
MIAMI BEACH
MIAMI
MONROE
KEY WEST
LOOK TWICE AT HERALDLAND!
...a rich, compact major market broader than you may think
1,724,400 RESIDENTS!
$2,652,000,000 IN SALES!
Biggest retail market in the South...tops Atlanta Metropolitan County market sales by 94% Effectively sold by the South's biggest and most influential newspaper.
The Miami Herald
STORY, BROOKS & FINLEY, INC., NATIONAL REPRESENTATIVES

GET THE FACTS ON THE LAND OF PROFITUNITY*



Accelerating industrial and business activity in the WFLA-TV 28-County Sales Area has rocketed population, incomes and sales to new highs!

This important market includes the Tampa-St. Petersburg Metropolitan area — the nation's 28th and Florida's second Retail Sales Market — plus 26 other rich, industrial-agricultural counties.

Get the facts! Send for free market brochure today. Address Department M, WFLA-TV, P. O. Box 1410, Tampa 1, Florida.



Write today for free market brochure

wfla-tv NBC

REPRESENTED NATIONALLY BY BLAIR-TV

Channel 8

The Survey of Buying Power

Where Advertisers and Agencies MEET and AGREE



ORLANDO... FLORIDA'S FASTEST GROWING MARKET!

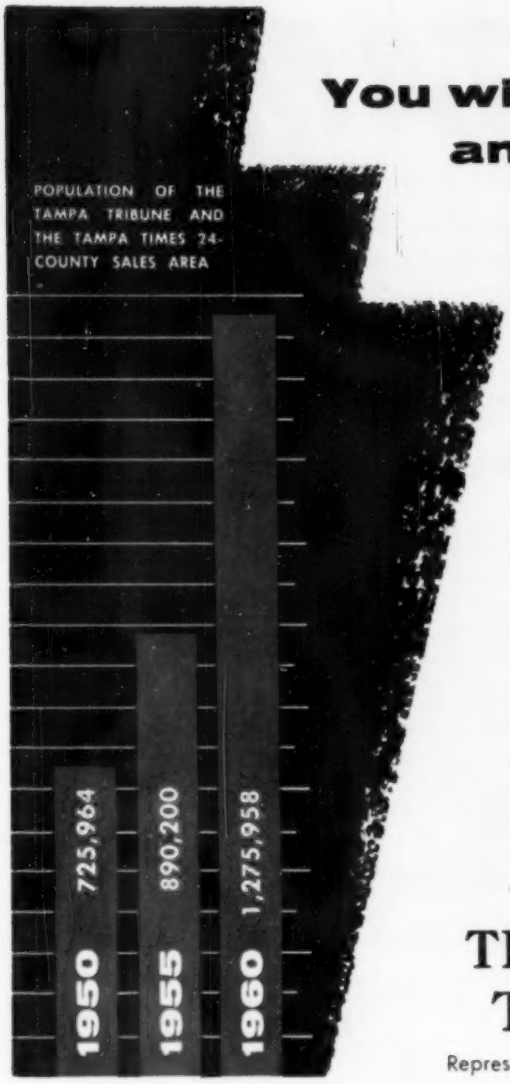
In fact, Orlando is one of the *nation's fastest growing markets!* Check the current market data in this book. You'll agree... Orlando is a *must buy!* And, to effectively penetrate the Orlando-Central Florida market, use the dominant Cherry Broadcasting Company stations – WDBO-TV and WDBO Radio

WDBO · **WDBO-TV**

580 Kc - 5000 WATTS
CBS Radio Network

CHANNEL 6 - 100,000 WATTS
CBS Television Network

Ask Blair!



You will sell more now-- and in the future--in a

Growing Market

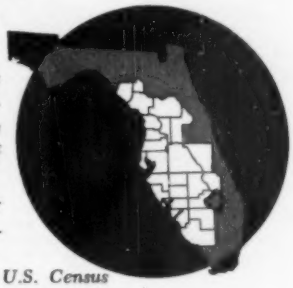
In the ten year period, 1950-1960, population in the Tampa Tribune-Tampa Times 24-County Sales Area rocketed to 1,275,958* — 26.1% of Florida's total. This represents an increase of 549,994 persons — *more than the current populations of either Atlanta, Kansas City or Denver!*

And the growth continues! The Florida State Development Commission predicts that the West Coast of Florida will grow at a faster rate during the sixties than any other part of The Sunshine State!

The Tampa Tribune and The Tampa Times low-cost combination offers you a unique opportunity to cash in on this growth.

This aggressive newspaper combination delivers 48.1 per cent average daily household coverage in 24 West Coast and Central Florida counties—*the biggest one-buy newspaper coverage north of Miami and south of Jacksonville!*

Write us for more facts, or contact your nearest Sawyer-Ferguson-Walker office.



*1960 U.S. Census

THE TAMPA TRIBUNE
MORNING AND SUNDAY
THE TAMPA TIMES
EVENING

Represented Nationally by Sawyer-Ferguson-Walker Company

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
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FLORIDA (Cont'd)																		
	Orange	296.6	.1601		93.3	550,947	.1550		1,858	5,781	142	478,132	.2097		5,017	132	.1724	108
	Seminole	60.2	.0325		17.2	79,766	.0224		1,325	4,638	163	43,478	.0191		2,528	117	.0234	72
PENSACOLA		204.8	.1105	129	54.0	317,799	.0895	148	1,552	5,885	119	264,358	.1160	122	4,896	113	.1016	92
	Escambia	174.7	.0943		46.8	280,599	.0790		1,606	6,021	118	238,228	.1045		5,112	118	.0867	95
	Santa Rosa	30.1	.0162		7.4	37,199	.0105		1,236	5,027	148	26,130	.0115		3,531	81	.0119	73
TAMPA-ST. PETERSBURG		817.7	.4413	30	271.4	1,500,781	.4223	37	1,835	5,530	142	1,268,299	.5563	27	4,673	132	.4863	108

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Get the facts on TAMPA

FASTEST — GROWING CITY IN AMERICA'S FASTEST GROWING STATE



New, custom-made Market Surveys now available to industrialists, manufacturers and plant site engineers.

Looking for the location for a plant or distribution warehouse? Information about Tampa might well solve your problems. At no cost to you, Tampa will prepare a Market Survey specifically keyed to your product. The data will be accurate, up-to-date; supplied in *strictest confidence* — and save you time, effort and money... For Market Survey please request information you desire from S. R. Timberman, Manager, Committee of 100, Greater Tampa Chamber of Commerce.

Talk about a growing market, take a look at Tampa!

In 10 years, every economic index has soared to new highs. For example:

Population	Up 120.0%	Building Permits	Up 437.0%
Retail Sales	Up 135.0%	Bank Clearings	Up 422.0%
Wholesale Sales	Up 138.0%	E. B. I.	Up 148.5%
Employment, Non-Agri.	Up 60.2%	Value Added by Mfg.	Up 96.7%

Tampa
HILLSBOROUGH COUNTY, FLORIDA

In five years, industries have invested more than $75,000,000 in new Tampa plants; established industries have spent more than $99,000,000 in expansions. Want more information? For brochures — "Industrial Hub of Florida" or "Planned Industrial Areas," or "Tampa Facts," write: S. Paine Kelly, Chairman, Committee of 100, Greater Tampa Chamber of Commerce.

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

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FLORIDA *(Cont'd)*																		
	Hillsborough	398.6	.2151		124.5	667,745	.1851		1,680	5,283	120	583,717	.2560		4,688	118	.2124	90
	Pinellas	419.1	.2262		145.9	843,036	.2372		2,012	5,739	167	684,582	.3083		4,660	146	.2539	112
WEST PALM BEACH	Palm Beach	242.6	.1309	113	83.4	484,683	.1308	109	1,915	5,572	143	433,119	.1900	80	5,193	129	.1486	114
Potential Areas																		
DAYTONA BEACH	Volusia	122.8	.0663	194	40.0	217,132	.0611	193	1,768	5,428	130	221,350	.0971	147	5,534	140	.0729	110
GAINESVILLE	Alachua	72.9	.0393	278	18.3	101,634	.0286	294	1,394	5,554	107	84,702	.0372	286	4,629	103	.0333	85
LAKELAND	Polk	196.5	.1061	133	59.6	309,862	.0872	154	1,577	5,199	121	273,137	.1199	117	4,583	130	.1008	95
PANAMA CITY	Bay	67.8	.0366	286	17.9	102,221	.0288	293	1,512	5,711	118	80,290	.0387	273	4,933	116	.0333	91
SARASOTA	Sarasota	89.2	.0481	246	29.3	177,449	.0499	223	1,989	6,056	174	174,328	.0765	180	5,950	153	.0575	120
TALLAHASSEE	Leon	73.7	.0398	274	18.0	111,400	.0313	287	1,512	6,189	118	100,618	.0441	250	5,590	111	.0368	92
Total Above Areas		4,092.8	2.2090		1,262.3	7,561,151	2.1278		1,847	5,990		6,444,794	2.8289		5,106		2.3536	107
State Total		5,220.3	2.8174		1,580.8	9,137,470	2.5714		1,750	5,780	132	7,822,355	3.4309		4,948	125	2.8783	102
GEORGIA																		
Standard Areas																		
ALBANY	Dougherty	83.8	.0452	256	23.8	133,448	.0376	267	1,592	5,607	155	79,832	.0350	291	3,354	116	.0383	95

© SM, 1960.



MORE JETS THAN EVER IN THE MARKET ON THE MOVE!

TAMPA-ST. PETERSBURG

Now jetting from the Tampa Bay area to New York, Chicago, Miami, and other key cities in the U.S.—600 mph DC-8B's! This is but one part of *more than 100 flights daily* serving the area, including helicopter commuter schedules to nearby Florida cities.

Reminder: This rich Jet-Age market is *dominated* by WTVT, the station on the move — your most profitable buy in the Southeast!

SHARE OF AUDIENCE
(49.1%) . . LATEST ARB 9:00 A.M. - MIDNIGHT

CHECK THE TOP 50 SHOWS!

ARB		NIELSEN	
WTVT	42	WTVT	39
Station B	7	Station B	11
Station C	1	Station C	0

A.R.B., Tampa-St. Petersburg Metro Area, August, 1960, 4-week summary.
N.S.I., Tampa-St. Petersburg Metro Area, August, 1960.

STATION ON THE MOVE

WTVT CBS **Channel 13**

TAMPA - ST. PETERSBURG

THE WKY TELEVISION SYSTEM, INC.
WKY-TV/WKY-RADIO • Oklahoma City
Represented by the Katz Agency



easy as pumpkin pie!

It's really that easy to reach more than 85% of Baltimore families (1.5 million people) because they live within a 15-mile radius from the heart of downtown, roughly the ABC city zone.

Furthermore, an estimated 92% of the Baltimore market total retail sales are transacted in this same compact area, making it America's 13th largest market.

You reach this unusually compact market best with the Sunpapers. More than 88% of our daily circulation (77% of it home delivered) and more than 82% of our Sunday circulation (80% of it home delivered) is in Baltimore's concentrated, highly productive city zone.

The Baltimore Sunpapers

ABC 3/31/60: Combined Morning and Evening 415,095—Sunday 320,877

National Representatives: Cresmer & Woodward, Inc.—New York, San Francisco, Los Angeles
Scolaro, Meeker & Scott—Chicago, Detroit

Metropolitan Area Projections to Jan., 1962—(Cont'd)

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GEORGIA *(Cont'd)*																		
ATLANTA		1,088.7	.5876	24	312.4	2,215,897	.6234	24	2,035	7,093	135	1,487,667	.6825	23	4,762	114	.6251	106
	Clayton	53.9	.0291		14.1	97,147	.0273		1,802	6,890	192	25,369	.0111		1,799	178	.0228	78
	Cobb	126.8	.0695		35.0	216,242	.0608		1,679	6,178	153	127,516	.0559		3,643	154	.0611	88
	De Kalb	292.5	.1579		85.6	715,878	.2014		2,447	8,363	173	236,933	.1039		2,768	157	.1638	104
	Fulton	567.5	.3063		165.8	1,131,283	.3183		1,993	6,823	113	1,067,373	.4682		6,438	104	.3609	118
	Gwinnett	46.0	.0248		11.9	55,367	.0156		1,204	4,653	152	30,476	.0134		2,561	99	.0166	88
AUGUSTA		226.8	.1224	118	60.6	364,674	.0999	134	1,584	5,853	97	197,128	.0865	160	3,253	86	.1004	82
	Richmond	138.8	.0749		37.1	220,827	.0621		1,591	5,952	89	146,849	.0644		3,958	87	.0664	87
	Aiken	88.0	.0475		23.5	133,847	.0377		1,521	5,696	114	50,279	.0221		2,140	84	.0330	74
COLUMBUS		226.1	.1221	119	56.9	379,795	.1069	124	1,680	6,675	97	196,411	.0861	161	3,452	109	.1037	85
	Russell, Ala.	47.4	.0256		11.9	51,423	.0145		1,085	4,321	115	16,930	.0074		1,423	87	.0146	67
	Chattahoochee	13.3	.0072		.8	26,791	.0075		2,014	33,489	35	1,083	.0005		1,366	37	.0053	74
	Muscogee	165.4	.0893		44.2	301,581	.0849		1,823	6,823	112	178,388	.0782		4,036	114	.0838	94
MACON		189.7	.1024	138	52.0	297,594	.0837	159	1,569	5,723	122	192,016	.0842	163	3,693	105	.0878	86
	Bibb	145.0	.0783		41.8	236,336	.0665		1,630	5,654	116	164,247	.0720		3,929	105	.0706	90
	Houston	44.7	.0241		10.2	61,258	.0172		1,370	6,006	155	27,769	.0122		2,722	100	.0171	71
SAVANNAH	Chatham	193.1	.1042	134	56.9	320,163	.0901	146	1,658	5,627	121	220,684	.0968	148	3,878	109	.0949	91
Total Above Areas		2,008.2	1.0839		582.6	3,701,571	1.0415		1,843	6,579		2,373,738	1.0411		4,219		1.0500	97
State Total		4,031.2	2.1753		1,076.5	6,050,819	1.7023		1,501	5,621	120	4,091,487	1.7942		3,801	113	1.8248	84
MARYLAND																		
Standard Areas																		
BALTIMORE		1,760.8	.9504	12	492.7	3,344,343	.9411	13	1,899	6,788	108	2,125,316	.9321	14	4,314	114	.9403	99

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"I close my fist on Atlanta and I capture the whole great Southeast"

Gen. Wm. Tecumseh Sherman

In making this statement the general likened Atlanta to a point in the palm of his hand. Outstretched fingers represented supply routes of the Southeast. We relate the incident because, in effect, the same strategy applies for a successful sales attack on this region today.

With its million people, its better than a billion dollars retail sales—in its role as industrial, commercial and distribution center of the Southeast—Atlanta wields a tremendous sales influence on the entire market.

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The Atlanta Journal

Covers Dixie Like the Dew

THE ATLANTA CONSTITUTION

The South's Standard Newspaper

Mack Truck Chooses Hagerstown



Mack Trucks, Inc., has selected Hagerstown, Maryland as the site for its new engine and transmission plant. Construction of the one million sq. ft. building has started; plant operation is scheduled for October, 1961, with a planned, initial employment of 2,000 persons. The weekly payroll will add considerable volume to the $370 million buying income* in Hagerstown 5-County Trading Zone. The economical way to reach this big, growing market is with the Herald-Mail! Write for complete market details.

*Sales Management
1960 Survey of Buying Power

The Herald-Mail
HAGERSTOWN, MD.

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
MARYLAND (Cont'd)																		
	Anne Arundel	231.2	.1248		68.3	420,402	.1183		1,818	7,211	138	221,813	.0972		3,800	139	.1133	91
	Baltimore	1,437.0	.7758		410.8	2,786,753	.7842		1,939	6,784	105	1,818,139	.7974		4,426	111	.7864	101
	Carroll	53.7	.0290		13.7	75,766	.0213		1,411	5,530	100	54,107	.0237		3,949	118	.0236	81
	Howard	38.9	.0210		9.9	61,422	.0173		1,579	6,204	138	31,557	.0138		3,188	131	.0170	81
Potential Areas																		
CUMBERLAND	Allegany	82.1	.0443	261	23.5	125,632	.0354	278	1,530	5,346	91	92,377	.0406	266	3,931	88	.0387	87
HAGERSTOWN	Washington	91.6	.0494	230	26.1	157,624	.0444	244	1,721	6,039	109	106,800	.0468	241	4,092	94	.0481	93
Total Above Areas		1,934.5	1.0441		542.3	3,627,599	1.0209		1,875	6,689		2,324,493	1.0194		4,286		1.0251	98
State Total		3,250.8	1.7545		897.2	6,386,803	1.7997		1,966	7,099	115	3,836,993	1.6828		4,276	117	1.7508	100
NORTH CAROLINA																		
Standard Areas																		
ASHEVILLE	Buncombe	120.1	.0687	188	34.7	199,190	.0560	208	1,643	5,740	108	182,639	.0801	171	5,263	126	.0660	95
CHARLOTTE	Mecklenburg	291.2	.1572	88	78.1	547,711	.1541	94	1,881	7,013	118	434,774	.1907	79	5,567	130	.1667	105
DURHAM	Durham	116.3	.0628	199	30.2	192,586	.0542	214	1 656	6,377	107	124,710	.0547	218	4,129	104	.0561	88

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Metro Area Buying Power Maps

Special Buying Power Maps are now being prepared for all major metropolitan areas. These maps pinpoint concentrations of buying power according to the various residential areas, by indicating the location of high, low and middle income groups. They are now available for about 15 major metro areas, and will be available for the top 50 areas by the Spring of 1961, and will incorporate all official changes in the definitions of metro areas. See insert opposite page 96.

Our Regional Research Facilities Can Give You:

1. Information on statistical source material, public and private.
2. Back data and forecasts on economic trends for specific markets.
3. Help in setting sales quotas.
4. Help in ironing out weak spots in distribution.
5. Information on the location of good markets (and bad).
6. Information on the characteristics of any market for both consumer and industrial products, new and old.
7. Current estimates and forecasts of the volume of business in your industry.
8. Forecasts of company sales.
9. Information on where to locate new retail outlets.
10. Information on where to locate new manufacturing facilities.

As specialists in all regional aspects of market research, of which the data published in the Sales Management Survey of Buying Power represent a single though important by-product, Market Statistics, Inc. is in a position to supply quick answers to a variety of questions bearing on the basic problems of distribution. If you want to know where to locate a new outlet, or where to pick a new distributor, or whether to hire or fire salesmen for Area A as opposed to Area B, we may already have the answers, or will be able to help you get them.

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1. Determine your total potential market and how to reach it.
2. Establish share of each manufacturer's sale in total market.
3. Determine the characteristics and location of your market.
4. Determine consumer brand knowledge, brand loyalty and brand switching.
5. Establish consumer and market attitudes toward your and competitors' products.
6. Improve product design and packaging.
7. Determine comparative prices, profit margins and turn-over studies.
8. Analyze causes for business decline.
9. Conduct sales and dealer studies to improve external and internal sales set-up.
10. Conduct new product studies.
11. Conduct motivational research studies to determine consumer attitudes.
12. Conduct probability sampling to determine consumer attitudes.

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Greensboro- GREEN THUMB
OF THE NEW SOUTH'S MARKETS

In The Top 20 In Total Retail Sales

Greensboro, fertile with diversified industry, is the market with a knack for making sales grow. Of the top 20 markets of the NEW South, Greensboro ranks 18th in total retail sales—closely following Richmond, Norfolk-Portsmouth; and exceeding Shreveport, Mobile and other prominent markets. Exclusively cultivating this lush market for you is the Greensboro News & Record—the only medium with dominant coverage in the Greensboro Market and selling influence in over half of North Carolina. Over 100,000 circulation; over 400,000 readers.



Greensboro—In the Top 20 Retail Markets of the South and in the Top 100 of the Nation

Write on company letterhead for "1960 Major U. S. Markets Analysis" Brochure of all 300 Metropolitan Markets.

Greensboro News and Record

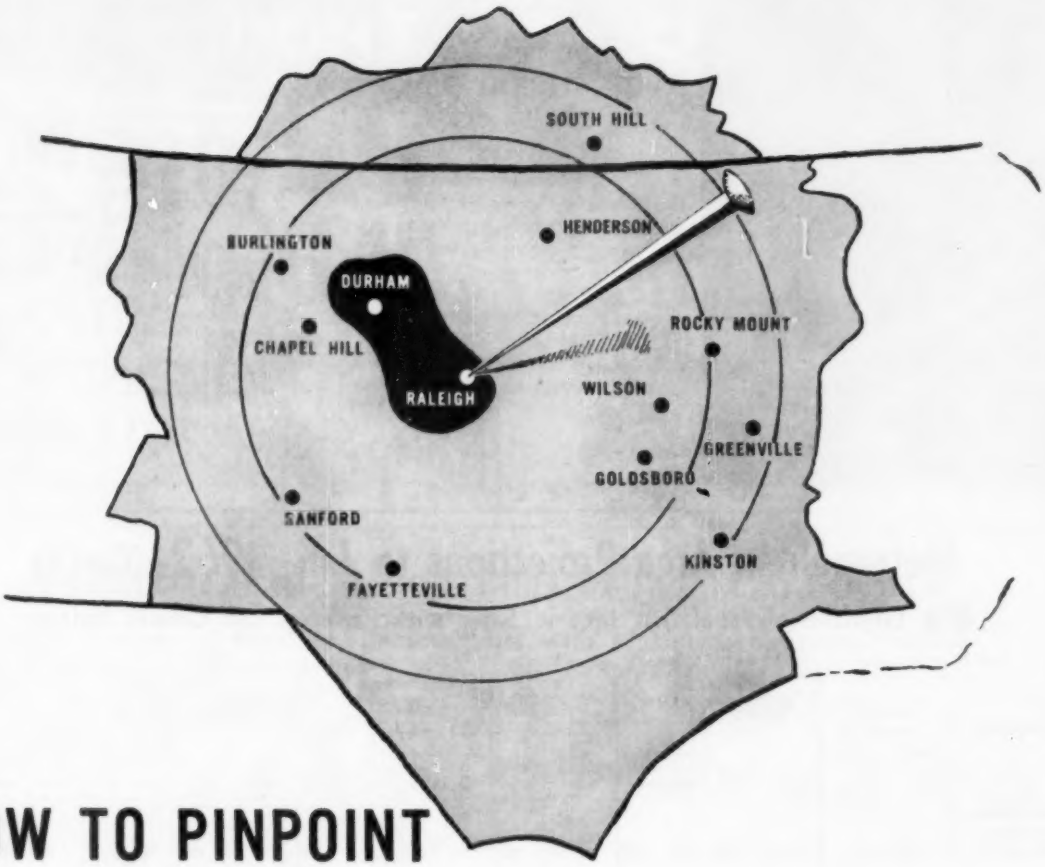
GREENSBORO, NORTH CAROLINA • Represented Nationally by Jann & Kelley, Inc.

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
NORTH CAROLINA *(Cont'd)*																		
GREENSBORO-HIGH POINT	Guilford	260.0	.1403	104	68.5	458,104	.1289	111	1,762	6,688	122	373,137	.1637	94	5,447	109	.1416	101
RALEIGH	Wake	177.4	.0957	145	43.8	287,449	.0809	164	1,620	6,563	116	217,905	.0954	150	4,966	109	.0882	92
WINSTON-SALEM	Forsyth	199.4	.1076	130	54.4	338,966	.0954	140	1,700	6,231	120	237,877	.1043	138	4,373	113	.1006	93
Potential Areas																		
BURLINGTON	Alamance	89.2	.0481	247	23.3	139,446	.0392	255	1,563	5,985	120	95,611	.0419	289	4,103	117	.0418	87
FAYETTEVILLE	Cumberland	161.4	.0871	154	36.1	202,889	.0570	207	1,256	5,775	128	145,796	.0639	197	4,153	132	.0651	75
GASTONIA	Gaston	131.4	.0709	182	33.4	186,801	.0525	217	1,420	5,567	109	117,759	.0516	227	3,526	111	.0559	79
ROCKY MOUNT		116.6	.0629	198	28.0	135,832	.0382	261	1,165	4,851	109	88,416	.0388	272	3,158	101	.0433	89
	Edgecombe	55.0	.0297		12.5	62,189	.0175		1,131	4,975	106	41,634	.0183		3,331	108	.0202	68
	Nash	61.6	.0332		15.5	73,643	.0207		1,196	4,751	111	46,782	.0205		3,018	95	.0231	70
WILMINGTON	New Hanover	73.6	.0397	275	20.5	105,375	.0297	291	1,432	5,140	103	94,172	.0413	283	4,594	113	.0352	89
Total Above Areas		1,745.6	.9420		450.0	2,793,949	.7861		1,601	6,209		2,112,398	.9264		4,694		.8594	91
State Total		4,085.9	2.5289		1,145.1	6,248,184	1.7582		1,333	5,458	114	4,539,977	1.9914		3,965	115	1.9823	78

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HOW TO PINPOINT A MAJOR MARKET IN NORTH CAROLINA

Raleigh-Durham's WRAL-TV is the station that can *really sell your story* in this vital area market. Full power channel 5, with a radius of almost 100 miles, takes your message to 2 million working, playing, buying North Carolinians spending upwards of two and one half billion dollars annually. They look to WRAL-TV, their capital city station for news, sports, entertainment and enlightenment. WRAL-TV is many things to many people . . . why not let it work for you. Call your H-R representative for the latest ARB coverage study, see how WRAL dominates the Raleigh-Durham market.

NBC AFFILIATE —— ABC FEATURES —— TOP TALENT

WRAL 5 TV

Raleigh, N. C.

Represented by:
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GATEWAY TO
THE HEART
OF SOUTH CAROLINA:

The 257,961 people who make WIS-Television's home market the state's largest metropolitan area (and a close second in the *two* Carolinas after a 38.1% increase in the 1960 Census) give Channel 10 their major time and attention, not to say devotion. This adds up to a 78.5 share of audience, says ARB (March 1960). And throughout South Carolina, WIS-Television's 1526-foot tower, tallest in the South, delivers *more* of the state, *more effectively* than any other station. In short, South Carolina's major selling force is

WIS television

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a station of
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WIS-Television,
Channel 10, Columbia, S.C.
WIS Radio,
560, Columbia, S.C.
WSFA-TV,
Channel 12, Montgomery, Ala.

BCS

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA / County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
	Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
SOUTH CAROLINA																	
Standard Areas																	
CHARLESTON	221.8	.1197	121	60.5	297,947	.0839	108	1,343	4,925	115	199,777	.0972	186	3,296	108	.0920	77
COLUMBIA	277.7	.1499	98	65.0	387,316	.1090	123	1,395	5,959	125	254,145	.1115	127	3,910	111	.1180	79
Lexington	64.5	.0348		16.8	74,881	.0211		1,161	4,457	137	48,251	.0212		2,872	122	.0239	89
Richland	213.2	.1151		48.2	312,435	.0879		1,465	6,482	122	206,894	.0903		4,272	109	.0941	82
GREENVILLE	229.1	.1180	123	60.8	341,598	.0961	138	1,552	5,637	114	239,547	.1081	135	3,953	117	.1033	87
Potential Areas																	
SPARTANBURG	158.4	.0856	157	41.4	211,729	.0596	196	1,337	5,114	103	138,885	.0809	205	3,355	121	.0862	78
Total Above Areas	870.0	.4739		227.5	1,238,581	.3485		1,411	5,444		831,354	.3847		3,654		.3785	80
State Total	2,439.1	1.3166		696.9	2,904,940	.8173		1,191	4,842	110	1,938,500	.8804		3,231	111	.9271	70
VIRGINIA																	
Standard Areas																	
LYNCHBURG	111.9	.0604	208	28.0	169,214	.0476	233	1,512	5,917	119	122,961	.0540	221	4,299	115	.0521	86
Amherst	23.2	.0125		5.2	25,817	.0073		1,113	4,965	131	11,797	.0052		2,269	127	.0077	62
Campbell	88.7	.0479		23.4	143,397	.0403		1,617	6,128	117	111,164	.0488		4,751	114	.0444	93
NEWPORT NEWS-HAMPTON	289.7	.1132	127	54.9	396,552	.1116	120	1,881	7,236	117	238,989	.1049	136	4,361	117	.1100	97
Newport News	185.3	.1000		48.6	360,183	.1014		1,944	7,411	115	230,637	.1012		4,746	121	.1011	101
York	24.4	.0132		6.2	36,369	.0102		1,491	5,866	138	8,352	.0037		1,347	82	.0089	67
NORFOLK-PORTSMOUTH	564.2	.3045	62	157.8	1,124,731	.3165	52	1,993	7,128	111	596,629	.2626	64	3,794	101	.2879	96
Norfolk	469.5	.2534		133.0	928,950	.2606		1,974	6,970	109	549,617	.2411		4,132	104	.2534	100
Princess Anne	94.7	.0511		24.8	197,781	.0557		2,089	7,975	125	49,012	.0215		1,976	86	.0445	87
RICHMOND	422.3	.2280	64	115.3	865,986	.2436	63	2,050	7,507	125	638,655	.2801	58	5,539	132	.2514	110
Chesterfield	79.8	.0431		19.4	157,960	.0444		1,979	8,142	170	39,372	.0173		2,029	285	.0360	84
Henrico	342.5	.1849		95.9	707,836	.1991		2,066	7,379	118	599,283	.2628		6,249	129	.2154	110
ROANOKE	182.1	.0875	153	44.4	316,101	.0889	151	1,950	7,119	122	221,554	.0972	146	4,990	124	.0911	104
Potential Areas																	
BRISTOL-JOHNSON CITY-KINGSPORT	282.2	.1523	94	71.8	383,096	.1109	121	1,396	5,486	114	296,086	.1299	110	4,123	124	.1250	82
Carter, Tenn.	41.7	.0225		10.4	51,471	.0145		1,234	4,949	103	29,154	.0128		2,803	117	.0156	69

1 Included in Tennessee area totals only.

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Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
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VIRGINIA (Cont'd)																		
	Sullivan, Tenn.	118.5	.0640		31.5	183,239	.0516		1,548	5,817	119	147,219	.0646		4,673	130	.0580	91
	Washington, Tenn.	67.3	.0363		17.1	90,520	.0255		1,345	5,294	113	67,197	.0296		3,930	111	.0288	80
	Washington	84.7	.0295		12.8	68,668	.0193		1,256	5,365	113	82,505	.0230		4,102	129	.0225	76
DANVILLE	Pittsylvania	104.3	.0563	225	26.5	147,107	.0414	249	1,410	5,551	107	88,177	.0378	275	3,252	100	.0433	77
PETERSBURG-HOPEWELL		109.4	.0591	215	27.0	184,702	.0520	220	1,688	6,841	111	97,982	.0430	256	3,629	86	.0507	86
	Dinwiddie	58.4	.0321		14.6	90,895	.0256		1,530	6,226	116	65,242	.0286		4,469	96	.0278	87
	Prince George	50.0	.0270		12.4	93,807	.0264		1,876	7,565	108	32,740	.0144		2,640	71	.0229	85
Total Above Areas		1,683.9	.9090		454.4	3,204,003	.9015		1,903	7,051		2,004,947	.8796		4,412		.8865	99
State Total		4,071.0	2.1976		1,051.4	7,130,318	2.0066		1,751	6,782	123	4,298,197	1.8725		4,080	116	2.0048	91

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Sales Management's

COUNTY OUTLINE RETAIL SALES MAP

Includes Alaska and Hawaii—also Canadian Markets

Differences in retail sales volume shown by variations in county color shadings

All metropolitan areas clearly defined . . . 1750 cities with retail sales of $20 million or more . . . counties indicated whose family sales exceed U.S. average.

PRICE: $4.50 single copy; $3.50 each for two or more; $3.00 each for five or more

SALES MANAGEMENT, 630 Third Avenue, New York 17, N.Y.

Metropolitan Area Projections to Jan., 1962–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
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WEST VIRGINIA																		
Standard Areas																		
CHARLESTON	Kanawha	260.3	.1406	103	71.6	473,370	.1332	107	1,819	6,611	109	299,411	.1313	109	4,182	101	.1341	95
HUNTINGTON-ASHLAND		250.5	.1401	105	72.3	410,595	.1156	119	1,582	5,679	108	302,625	.1328	107	4,188	116	.1257	90
	Boyd	52.2	.0282		14.4	79,134	.0223		1,516	5,496	107	63,742	.0280		4,427	109	.0252	89
	Lawrence	56.9	.0307		16.1	83,714	.0236		1,474	5,200	116	58,135	.0255		3,611	140	.0256	83
	Cabell	110.7	.0597		33.6	200,023	.0563		1,807	5,953	106	164,378	.0721		4,892	112	.0617	103
	Wayne	30.8	.0215		8.2	47,724	.0134		1,199	5,820	107	16,372	.0072		1,987	116	.0132	61
STEUBENVILLE-WEIRTON		173.3	.0935	148	48.0	322,479	.0907	143	1,861	6,719	113	177,163	.0777	175	3,691	103	.0874	93
	Jefferson, Ohio	101.4	.0547		28.7	189,494	.0530		1,859	6,588	105	124,579	.0548		4,341	99	.0538	98
	Brooke	30.1	.0162		8.1	53,379	.0150		1,773	6,580	129	17,801	.0078		2,198	102	.0131	81
	Hancock	41.8	.0226		11.2	80,603	.0227		1,928	7,197	122	34,783	.0153		3,106	129	.0205	91
WHEELING		192.4	.1038	135	57.0	330,348	.0930	141	1,717	5,796	106	218,345	.0958	149	3,831	100	.0980	92
	Belmont, Ohio	83.4	.0450		25.1	130,337	.0367		1,563	5,193	102	77,967	.0342		3,107	96	.0376	94
	Marshall	39.5	.0213		10.9	62,150	.0175		1,573	5,702	139	28,629	.0126		2,627	122	.0166	79
	Ohio	69.5	.0375		21.0	137,861	.0388		1,984	6,565	98	111,729	.0490		5,320	98	.0418	111
Potential Areas																		
CLARKSBURG	Harrison	77.5	.0418	269	21.9	131,722	.0371	268	1,700	6,015	109	65,788	.0378	279	3,917	99	.0382	91
PARKERSBURG	Wood	83.2	.0449	259	24.9	143,357	.0403	252	1,723	5,757	113	103,675	.0455	248	4,164	119	.0428	93
Total Above Areas		872.9	.4711		247.7	1,499,392	.4192		1,706	6,013		1,009,844	.4430		4,077		.4366	93
State Total		1,885.7	1.0176		494.9	2,831,581	.7963		1,502	5,732	104	1,983,445	.7429		3,429	102	.8245	81
ALABAMA																		
Standard Areas																		
BIRMINGHAM	Jefferson	647.3	.3494	44	183.3	1,149,829	.3235	51	1,776	6,273	113	756,321	.3317	47	4,126	116	.3311	95
GADSDEN	Etowah	97.1	.0524	232	26.4	142,819	.0402	253	1,471	5,410	101	90,702	.0398	266	3,438	100	.0429	81
HUNTSVILLE	Madison	129.8	.0701	188	33.3	175,271	.0493	228	1,350	5,263	172	148,469	.0651	193	4,459	143	.0582	83
MOBILE	Mobile	334.6	.1806	82	92.6	531,173	.1495	96	1,587	5,736	134	347,920	.1526	96	3,757	111	.1567	87
MONTGOMERY	Montgomery	175.9	.0949	146	49.3	284,796	.0801	166	1,619	5,777	118	204,386	.0896	156	4,148	102	.0889	91
TUSCALOOSA	Tuscaloosa	112.2	.0606	209	28.8	151,862	.0427	247	1,354	5,067	122	95,839	.0420	258	3,676	123	.0461	76
Potential Areas																		
ANNISTON	Calhoun	88.8	.0533	228	25.8	135,747	.0382	262	1,374	5,262	113	85,122	.0373	283	3,299	105	.0410	77
FLORENCE-SHEFFIELD-TUSCUMBIA-MUSCLE SHOALS		111.4	.0602	210	29.2	153,130	.0431	246	1,374	5,244	113	98,795	.0425	257	3,315	103	.0463	77
	Colbert	48.1	.0260		12.1	66,159	.0186		1,375	5,466	111	42,562	.0187		3,518	101	.0201	77
	Lauderdale	63.3	.0342		17.1	86,971	.0245		1,374	5,086	114	54,233	.0238		3,172	104	.0262	77
Total Above Areas		1,707.1	.9215		466.7	2,724,647	.7666		1,596	5,838		1,825,614	.8006		3,912		.8078	88
State Total		3,319.0	1.7916		868.9	4,499,101	1.2658		1,356	5,178	116	2,972,113	1.3033		3,421	112	1.3822	77

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EAST SOUTH CENTRAL STATES—Pages 168-171

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THE CHARLESTON MARKET HAS
Blue Chip Industries



FORTUNE MAGAZINE some years ago referred to Charleston's Great Kanawha Valley as the "Ruhr of the U. S. Chemical Industry."

Fortune again in August did West Virginia and the Great Kanawha Valley a great favor, of course unknowingly, when they published "The Fortune Directory." Their Directory lists "The 500 Largest Industrial Corporations" in the United States ranked by sales.

Out of this most impressive list the Great Kanawha Valley was the home site for a plant or production facility for 13 of these huge corporations. (See Roster on the right.)

Three more of these industrial giants have one or more operations within the Primary Market as covered by the Charleston newspapers. (At bottom of Roster.)

In fact "The Fortune Directory" did the entire state of West Virginia a great service.

Of these 500 titans of industry the state can lay legitimate claim to being the site of a plant or production facility for 46. The list was carefully checked with the West Virginia Industrial and Publicity Commission as well as with the Charleston Chamber of Commerce.

No claim was laid to any of these corporations on the basis of a branch sales office or a distribution point. The sole criteria for selection was whether or not production of the corporations' goods or services took place within the borders of the state and West Virginians were employed in the process.

Roster

E. I. duPont deNemours & Co.

Union Carbide Chemicals Co.

Republic Steel Corp.

Monsanto Chemical Co.

Pittsburgh Plate Glass Co.
(Columbia Southern Chem. Corp.)

Owens Illinois Glass Co.

Food Machinery & Chemical
(Westvaco-Chlor-Alkali)
(Ohio Apex)

Libbey Owens Ford Glass

Celanese Chemical Co.
(Mason County)

American Viscose Company

Pure Oil Company

Diamond Alkali Co.

Gulf Oil Company
(Goodrich-Gulf Chemicals Co.)

Kaiser Aluminum & Chemical

Koppers Company

Island Creek Coal Company

PAYROLL DATA—A complete Roster of Industry in the Great Kanawha Valley listing the number employed and paydays is available upon signed letterhead request. Please write: William E. Grose, Manager of Marketing, Newspaper Agency Corp., Charleston 30, W. Va.

PRINTER'S INK in its "Advertisers' Guide to Marketing for 1961" published in September gave Charleston high evaluation in dealing with "Markets Across America." Here is an excerpt:

"Nowhere in the United States has there been more rapid growth of giant chemical and metallurgical complexes than in this state (West Virginia) and particularly in the Charleston area. Few areas can rival its facilities for boiling, distilling, and transforming molecules of carbons and transmuting them into textiles, sprays, fibers, fuels, jellies, powders and all the chemical achievements common to commerce today."

Several of the plants of these giants of industry are pictured and their activities briefly described in a folder now available upon request. Mightiest plant of all at present is Union Carbide Corporation.

After the first part of the folder had been engraved and gone to the printer, Carbide announced still another expansion.

Another huge laboratory will be built at its Technical Center. A five story structure, it will cover a gross area of 130,000 square feet, and house 94 technical offices and 107 laboratories. Completion is scheduled for 1962. Overall employment at Carbide's South Charleston and Institute plants now exceeds 8,000 and is growing constantly.

So we say thanks to *Fortune Magazine* and to *Printer's Ink* for these detached observations on the industrial standing of West Virginia and Charleston's Great Kanawha Valley.

WEST VIRGINIA'S LARGEST NEWSPAPERS COVER WEST VIRGINIA'S NO. 1 MARKET

The Charleston Gazette | **Charleston Daily Mail** | ***Sunday*** **GAZETTE MAIL**

Publishers: Newspaper Agency Corp., Charleston 30, W. Va.

Represented Nationally by JOHNSON, KENT, GAVIN & SINDING, INC

NASHVILLE

The Top Quality Market in Tennessee!

Nashville, capital of Tennessee and largest city in the rich Middle Division, has the highest Quality Index of any Metro area in the state . . . $4,745 per household in Retail Sales; $538 better than the U.S. average (SM Estimates, 1961). These newspapers reach 9 out of 10 homes in Nashville; 7 out of 10 in the 38-county Retail Trading Zone.

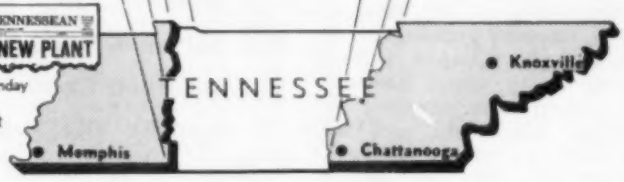


You just can't do a complete selling job in this market without the Nashville newspapers.

Nashville Banner
PLAN $16 MILLION IN HOMES
Evening

THE NASHVILLE TENNESSEAN
MID-STATE GAINS NEW PLANT
Morning • Sunday

NEWSPAPER PRINTING CORPORATION, Agent
Represented Nationally by THE BRANHAM CO.



Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
KENTUCKY																		
Standard Areas																		
1HUNTINGTON-ASHLAND		299.5	.1401	105	72.3	410,895	.1166	119	1,582	5,679	108	302,625	.1328	107	4,186	116	.1257	90
	Boyd	52.2	.0282		14.4	79,134	.0223		1,516	5,490	107	63,742	.0280		4,427	109	.0282	99
	Lawrence, Ohio	50.8	.0307		16.1	83,714	.0238		1,474	5,200	116	58,138	.0255		3,611	140	.0256	83
	Cabell, W. Va.	110.7	.0597		33.6	200,023	.0563		1,807	5,953	108	164,378	.0721		4,892	112	.0617	103
	Wayne, W. Va.	39.8	.0215		8.2	47,724	.0134		1,199	5,820	107	16,372	.0072		1,997	116	.0132	61
LEXINGTON	Fayette	137.3	.0741	170	39.4	239,358	.0674	180	1,743	6,078	126	208,301	.0905	155	5,236	132	.0757	102
LOUISVILLE		755.7	.4078	31	227.3	1,361,209	.3836	42	1,801	5,988	118	875,837	.3841	40	3,853	108	.3883	95
	Clark, Ind.	66.4	.0356		19.4	108,164	.0296		1,584	5,421	120	65,193	.0286		3,360	113	.0306	86
	Floyd, Ind.	52.3	.0282		16.3	87,832	.0247		1,679	5,388	104	48,940	.0219		3,004	90	.0246	87
	Jefferson	637.0	.3438		191.6	1,168,213	.3287		1,834	6,097	119	760,704	.3336		3,970	109	.3332	97
Potential Areas																		
OWENSBORO	Daviess	73.9	.0387	277	21.0	109,799	.0309	288	1,494	5,083	123	84,112	.0369	287	3,994	110	.0345	87
PADUCAH	McCracken	58.5	.0319	256	18.0	88,848	.0244	299	1,485	4,669	103	67,372	.0295	298	3,822	95	.0274	87
Total Above Areas		1,025.0	.5532		306.9	1,797,204	.5057		1,753	5,856		1,233,622	.5410		4,020		.5299	96
State Total		3,072.2	1.6584		837.7	4,244,464	1.1936		1,382	5,067	114	2,868,279	1.2583		3,424	118	1.3060	79
MISSISSIPPI																		
Standard Area																		
JACKSON	Hinds	197.8	.1067	132	54.4	320,677	.0902	145	1,623	5,895	143	266,758	.1170	120	4,904	144	.1015	95
Potential Areas																		
BILOXI-GULFPORT	Harrison	127.2	.0687	192	32.2	199,027	.0560	209	1,565	6,181	127	105,650	.0463	245	3,281	101	.0550	81
GREENVILLE	Washington	88.2	.0433	264	22.7	88,998	.0250	297	1,110	3,921	128	67,449	.0296	297	2,971	111	.0300	88
MERIDIAN	Lauderdale	67.8	.0366	285	20.1	97,363	.0248	298	1,299	4,346	122	74,164	.0325	294	3,690	105	.0294	80
Total Above Areas		472.8	.2553		129.4	696,065	.1938		1,472	5,379		514,021	.2254		3,972		.2165	85
State Total		2,185.4	1.1797		670.1	2,474,422	.6864		1,132	4,340	123	1,684,165	.7383		2,954	115	.9056	68

1 Included in West Virginia area totals only.

© SM, 1960.

Jack's beanstalk was just a "sprout" compared to how MEMPHIS is growing!

It's a fact that MEMPHIS is one of the "growingest cities in the nation." Our national population rank rose from 26th (396,000) in 1950 to 22nd (491,710) in 1960.

In the 1949-1959 period MEMPHIS' economic growth has outdistanced the population growth on a two-to-one basis or better.

LOOK AT THE PROOF:

City of Memphis Population 491,710	UP	24.2%
Memphis Metro (Shelby Co.) Population 617,773	UP	28.5%
Memphis Bank Debits	UP	74.6%
Effective Buying Income (Shelby Co.)	UP	82.5%

Place MEMPHIS on all national schedules to reach a big, responsive market. And remember when you use MEMPHIS newspapers you get a bonus coverage of 75 additional counties where over 2,000,000 more prospects buy every day!

Buy MEMPHIS—Buy MEMPHIS NEWSPAPERS!

THE COMMERCIAL APPEAL
MEMPHIS PRESS-SCIMITAR
SCRIPPS-HOWARD NEWSPAPERS



WRITE FOR MORE FACTS

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	Households (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per Household	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per Household	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
TENNESSEE																		
Standard Areas																		
CHATTANOOGA		289.2	.1861	90	82.9	457,648	.1287	112	1,582	5,520	109	390,722	.1713	88	4,713	131	.1479	94
	Walker	45.9	.0248		12.5	69,827	.0196		1,521	5,586	119	29,945	.0131		2,396	131	.0187	75
	Hamilton	243.3	.1313		70.4	387,821	.1091		1,594	5,509	107	360,777	.1582		5,125	131	.1283	98
KNOXVILLE		375.6	.2029	73	101.5	568,208	.1599	90	1,513	5,598	109	377,164	.1654	93	3,716	102	.1701	94
	Anderson	60.6	.0327		15.7	100,543	.0283		1,659	6,404	107	39,686	.0174		2,528	83	.0259	79
	Blount	58.3	.0315		14.8	88,026	.0191		1,167	4,596	96	42,856	.0188		2,896	92	.0215	68
	Knox	256.7	.1386		71.0	399,639	.1125		1,557	5,629	112	294,642	.1292		4,150	106	.1227	89
MEMPHIS	Shelby	699.9	.3562	43	188.0	1,163,696	.3275	50	1,764	6,191	127	787,886	.3456	44	4,191	112	.3387	95
NASHVILLE	Davidson	415.9	.2245	66	117.8	745,172	.2097	72	1,792	6,326	124	588,993	.2452	65	4,745	117	.2233	99
Potential Areas																		
BRISTOL-JOHNSON CITY-KINGSPORT		282.2	.1523	94	71.8	393,896	.1109	121	1,396	5,486	114	296,066	.1299	110	4,123	124	.1250	82
	Carter	41.7	.0225		10.4	51,471	.0145		1,234	4,949	103	29,154	.0128		2,803	117	.0156	69
	Sullivan	118.5	.0640		31.5	183,239	.0516		1,546	5,817	119	147,210	.0646		4,673	130	.0580	91
	Washington	67.3	.0363		17.1	90,520	.0255		1,345	5,294	113	67,197	.0295		3,930	111	.0289	80
	Washington, Va.	54.7	.0295		12.8	68,666	.0193		1,255	5,366	113	52,505	.0230		4,102	129	.0225	76
Total Above Areas		2,022.8	1.0919		582.0	3,328,820	.9367		1,646	5,923		2,410,831	1.0574		4,290		1.0041	92
State Total		3,648.1	1.9692		985.8	5,124,131	1.4419		1,405	5,198	117	3,635,335	1.5944		3,688	117	1.5831	81

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SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
ARKANSAS																		
Standard Areas																		
FORT SMITH	Sebastian	67.2	.0363	287	18.7	120,125	.0338	278	1,788	6,424	118	104,418	.0458	247	5,584	104	.0379	104
LITTLE ROCK-NORTH LITTLE ROCK	Pulaski	249.6	.1347	108	75.0	437,665	.1232	115	1,754	5,838	115	329,549	.1445	102	4,394	117	.1319	98

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*Get together men... all teams agree Baton Rouge as a market ranks just below Ft. Worth-Dallas, Houston and New Orleans. It's the 4th largest market in the Gulf South-an area made up of the states of Louisiana, Texas and Mississippi. The Baton Rouge market, with a population of 1,561,000 and retail sales of $1,285,000,000.00, is served completely by television station WBRZ. Baton Rouge is truly too BIG a market to be overlooked on any list.

Call your Hollingbery man.

NBC ABC

WBRZ Channel 2

Metropolitan Area Projections to Jan., 1962–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV CONTROLS.	
		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
ARKANSAS *(Cont'd)*																		
TEXARKANA		90.5	.0489	241	26.4	115,886	.0326	253	1,281	4,390	98	112,620	.0484	234	4,266	113	.0409	84
	Miller	31.1	.0168		8.9	40,982	.0115		1,318	4,606	113	44,020	.0183		4,946	95	.0149	89
	Bowie, Tex.	59.4	.0321		17.5	74,904	.0211		1,261	4,280	91	68,600	.0301		3,920	129	.0260	81
Total Above Areas		407.3	.2199		120.1	873,876	.1899		1,684	5,611		546,594	.2397		4,551		.2107	96
State Total		1,762.0	.9507		489.0	2,293,508	.6458		1,302	4,695	118	1,776,617	.7789		3,629	119	.7467	79
LOUISIANA																		
Standard Areas																		
BATON ROUGE	East Baton Rouge	245.5	.1325	111	68.2	488,896	.1376	105	1,991	7,168	115	335,488	.1471	101	4,919	120	.1394	105
LAKE CHARLES	Calcasieu	156.1	.0843	160	44.1	286,327	.0806	165	1,834	6,493	128	177,920	.0780	174	4,034	135	.0806	96
MONROE-WEST MONROE	Ouachita	108.1	.0589	217	31.5	178,700	.0497	225	1,629	5,610	131	119,127	.0522	226	3,782	107	.0523	89
NEW ORLEANS		910.4	.4913	27	264.0	1,633,143	.4595	34	1,794	6,186	114	1,131,211	.4861	30	4,285	127	.4789	97
	Jefferson	243.3	.1313		68.4	447,586	.1258		1,840	6,544	163	250,446	.1090		3,661	182	.1222	93
	Orleans	627.4	.3386		185.9	1,127,514	.3173		1,797	6,065	101	863,442	.3787		4,645	116	.3400	100
	St. Bernard	39.7	.0214		9.7	58,031	.0163		1,462	5,983	147	17,323	.0076		1,786	247	.0147	69
SHREVEPORT		292.9	.1580	88	81.6	501,970	.1412	103	1,714	6,152	118	347,750	.1526	99	4,262	122	.1488	94
	Bossier	61.4	.0331		14.2	97,901	.0275		1,594	6,894	135	47,770	.0210		3,364	126	.0267	81
	Caddo	231.5	.1249		67.4	404,069	.1137		1,745	5,995	114	299,980	.1316		4,451	121	.1213	97
Potential Areas																		
ALEXANDRIA	Rapides	114.0	.0615	203	30.7	157,803	.0444	243	1,384	5,140	111	116,699	.0513	229	3,807	117	.0499	81
LAFAYETTE	Lafayette	89.6	.0484	244	23.6	131,701	.0371	269	1,470	5,581	141	115,447	.0606	231	4,892	127	.0434	90
Total Above Areas		1,917.6	1.0349		843.7	3,376,530	.9501		1,725	6,210		2,343,830	1.0279		4,311		.9905	96
State Total		3,383.2	1.8154		914.0	5,049,867	1.4213		1,502	5,522	116	3,441,744	1.5093		3,763	122	1.5265	84
OKLAHOMA																		
Standard Areas																		
LAWTON	Comanche	97.8	.0528	230	23.8	161,962	.0456	238	1,656	6,893	136	78,584	.0345	292	3,344	99	.0437	83

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THIS IS TULSA . . .
GROWING FASTER THAN LOS ANGELES!

TULSA—one of the 50 largest cities in America . . . 59th largest metropolitan area . . . Effective Buying Income of $772,182,000 . . . and it's all covered like a blanket by The Tulsa World and Tulsa Tribune (which carry more advertising than any other newspaper in Oklahoma).



RATE OF CHANGE

Ten fastest-growing cities, 1950-'60 ○

Five largest cities:

Growth since '50 □

Decrease since '50 ■

TULSA WORLD MORNING — **TULSA TRIBUNE** EVENING SUNDAY

Represented Nationally by The Branham Co., Offices in Principal U.S.A. Cities

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

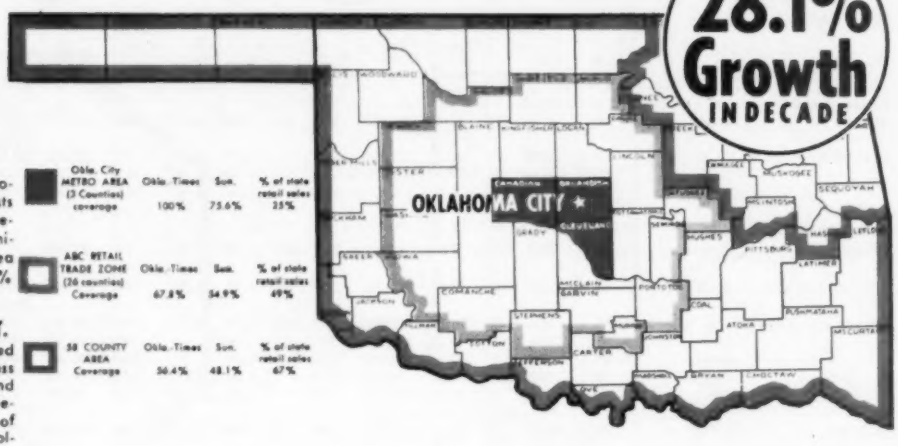
METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES MGMT. ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	Households (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per Household	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per Household	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
OKLAHOMA (Cont'd)																		
OKLAHOMA CITY		529.7	.2880	57	185.3	1,046,967	.2946	58	1,976	6,333	122	676,079	.2966	53	4,080	111	.2935	103
	Canadian	24.2	.0131		7.1	39,729	.0112		1,642	5,595	119	28,980	.0127		4,079	109	.0120	92
	Cleveland	47.9	.0259		12.0	88,614	.0227		1,683	6,718	124	49,878	.0219		4,157	126	.0231	89
	Oklahoma	457.6	.2470		146.2	926,615	.2607		2,025	6,338	122	597,241	.2620		4,086	110	.2584	105
TULSA		428.5	.2313	63	134.6	980,868	.2422	64	2,009	6,396	117	545,161	.2392	66	4,050	110	.2392	103
	Creek	39.3	.0212		11.9	55,429	.0156		1,410	4,656	106	31,135	.0137		2,616	93	.0162	76
	Osage	31.3	.0169		9.0	47,674	.0134		1,523	5,297	103	26,903	.0118		2,989	92	.0136	80
	Tulsa	357.9	.1932		113.7	757,765	.2132		2,117	6,665	119	487,123	.2137		4,284	113	.2094	108
Potential Area																		
ENID	Garfield	51.7	.0279	299	16.2	92,676	.0261	298	1,793	5,721	112	61,902	.0270	300	3,803	72	.0267	96
Total Above Areas		1,107.7	.5980		339.6	2,162,483	.6086		1,952	6,368		1,361,420	.5973		4,008		.6031	101
State Total		2,313.3	1.2491		689.1	3,948,844	1.1115		1,707	5,730	115	2,600,232	1.1406		3,773	107	1.1478	92
TEXAS																		
Standard Areas																		
ABILENE		129.2	.0692	190	37.6	298,603	.0840	186	1,791	6,108	130	176,818	.0776	176	4,702	139	.0894	100
	Jones	18.6	.0100		5.7	29,139	.0082		1,567	5,112	98	24,612	.0108		4,318	115	.0093	93
	Taylor	109.6	.0592		31.9	290,464	.0984		1,629	6,294	136	152,204	.0668		4,771	144	.0801	102
AMARILLO		165.5	.0893	150	51.3	349,208	.0982	138	2,110	6,807	110	258,372	.1124	126	4,998	117	.1007	113
	Potter	124.4	.0671		39.1	254,249	.0715		2,044	6,503	97	232,792	.1021		5,954	116	.0796	119
	Randall	41.1	.0222		12.2	94,959	.0267		2,310	7,784	177	23,580	.0103		1,933	126	.0209	94

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STANDARD METROPOLITAN STATISTICAL AREA

Oklahoma City NOW 502,707

28.1% Growth IN DECADE



	Okla. City METRO AREA (3 Counties) coverage	Okla. Times	Sun.	% of state retail sales
		100%	75.6%	25%
	ABC RETAIL TRADE ZONE (26 counties) Coverage	Okla. Times	Sun.	% of state retail sales
		67.8%	54.9%	49%
	58 COUNTY AREA Coverage	Okla. Times	Sun.	% of state retail sales
		56.4%	48.1%	67%

METRO AREA INCREASED

The Oklahoma City standard metropolitan statistical area now consists of three counties: Oklahoma, Cleveland, Canadian. The 1960 preliminary population count for the area is 502,707—an increase of 28.1% over 1950.

$1 BILLION WHOLESALE MKT.

The Oklahoma City market climbed into the magic billion-dollar class in the decade between 1948 and 1958, according to the U. S. Department of Commerce's Census of Business. The 1958 wholesale volume of $1,112,972,000 is estimated to be $1½ billion in 1960.

the Oklahoma Market and it's EFFECTIVE COVERAGE by the OKLAHOMAN AND TIMES

	Greater Okla. City Marketing Area 58 Counties	% of State	A.B.C. Retail Trading Zone 26 Counties	% of State	Oklahoma City Metropolitan Area 3 Counties	% of State
Population	1,557,216	68	1,094,806	48	502,707	22
Households	473,437	67	334,456	48	161,839	23
Retail Sales, Total	$1,610,083,000	67	$1,168,659,000	49	$601,339,000	25
Food Stores	$ 383,410,000	65	$ 273,784,000	47	$137,323,000	23
Automotive Dealers	$ 305,927,000	67	$ 224,278,000	49	$112,380,000	25
Gas Service Stations	$ 140,159,000	67	$ 95,315,000	45	$ 46,758,000	22
Drug Stores	$ 58,138,000	63	$ 43,334,000	47	$ 23,534,000	26
OKLAHOMAN AND TIMES COVERAGE	**CIRCULATION**	**% of Family Coverage**	**CIRCULATION**	**% of Family Coverage**	**CIRCULATION**	**% of Family Coverage**
OKLAHOMAN AND TIMES	266,407	56.4%	226,612	67.8%	172,285	100.0%
THE SUNDAY OKLAHOMAN	227,468	48.1%	183,726	54.9%	122,270	75.6%

Sources: SRDS Consumer Market Data 7/1/58 - 7/1/59. Circulation Sept. 30, 1959 ABC audit Par. 13

grow with OKLAHOMA

TOTAL CIRCULATION

Daily Combined 275,085 Up 5,022

Sunday 245,264 Up 2,481

March 31, 1960 Publisher's Statement Compared with March 31, 1959

THE DAILY OKLAHOMAN

OKLAHOMA CITY TIMES

Published by The Oklahoma Publishing Company

Represented by The Katz Agency

Metropolitan Area Projections to Jan., 1962–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
TEXAS (Cont'd)																		
AUSTIN	Travis	220.7	.1191	122	61.7	362,962	.1029	131	1,643	5,878	106	249,174	.1093	129	4,038	112	.1076	90
BEAUMONT-PORT ARTHUR		319.2	.1723	83	92.4	567,336	.1607	91	1,777	6,140	112	390,832	.1670	91	4,119	107	.1644	95
	Jefferson	254.5	.1374		74.4	467,217	.1315		1,836	6,280	111	325,109	.1428		4,370	109	.1360	99
	Orange	64.7	.0349		18.0	100,121	.0282		1,547	5,562	110	65,523	.0244		3,685	99	.0284	81
BROWNSVILLE-HARLINGEN-McALLEN	Cameron	154.5	.0834	163	37.7	181,632	.0511	221	1,176	4,818	94	141,863	.0622	201	3,763	112	.0606	73
CORPUS CHRISTI	Nueces	230.3	.1243	117	61.3	387,636	.1094	128	1,696	5,907	91	280,871	.1144	124	4,258	95	.1109	89
DALLAS		1,152.6	.6221	20	351.3	2,240,302	.6303	22	1,944	6,377	114	1,708,301	.7494	18	4,867	115	.6841	107
	Collin	40.6	.0219		12.3	81,293	.0144		1,293	4,170	97	41,883	.0183		3,399	115	.0171	78
	Dallas	1,021.5	.5513		313.4	2,060,768	.5799		2,017	6,576	116	1,572,276	.6896		5,017	116	.6071	110
	Denton	48.1	.0260		13.3	72,311	.0203		1,503	5,437	103	54,456	.0239		4,094	115	.0225	87
	Ellis	42.4	.0229		12.3	55,930	.0157		1,319	4,547	100	37,666	.0166		3,050	103	.0174	76
EL PASO	El Paso	342.8	.1850	79	90.3	603,096	.1697	83	1,759	6,678	119	397,195	.1742	96	4,399	121	.1741	94
FORT WORTH		586.8	.3221	49	182.0	1,109,271	.3122	55	1,859	6,095	101	870,386	.3819	42	4,782	122	.3351	104
	Johnson	34.8	.0188		11.0	51,412	.0145		1,477	4,674	103	39,116	.0172		3,586	146	.0162	86
	Tarrant	562.0	.3033		171.0	1,057,859	.2977		1,882	6,186	101	831,240	.3646		4,861	121	.3189	105
GALVESTON	Galveston	143.0	.0772	174	42.3	255,042	.0718	176	1,784	6,029	113	167,336	.0734	184	3,956	119	.0734	95
HOUSTON	Harris	1,345.5	.7262	16	402.1	2,686,303	.7483	17	1,976	6,614	116	1,780,140	.7808	15	4,427	118	.7536	104
LAREDO	Webb	66.4	.0358	288	14.8	65,330	.0184	300	984	4,414	99	64,335	.0282	299	4,347	115	.0246	89
LUBBOCK	Lubbock	166.0	.0896	140	46.7	317,328	.0893	149	1,912	6,795	98	267,351	.1173	119	5,725	129	.0979	109
MIDLAND	Midland	83.3	.0450	258	25.3	196,570	.0553	212	2,360	7,770	147	97,356	.0427	256	3,848	102	.0485	110
ODESSA	Ector	106.6	.0575	221	32.1	233,645	.0657	184	2,191	7,278	145	176,042	.0772	177	5,484	149	.0675	117
SAN ANGELO	Tom Green	64.0	.0345	291	18.5	106,285	.0299	290	1,661	5,745	82	92,621	.0362	290	4,466	86	.0327	95
SAN ANTONIO	Bexar	722.0	.3901	38	197.1	1,111,541	.3128	54	1,538	5,639	116	774,518	.3397	46	3,930	118	.3363	86
†TEXARKANA		90.5	.0489	241	28.4	115,886	.0326	283	1,281	4,390	99	112,620	.0494	234	4,256	113	.0469	84
	Miller, Ark.	31.1	.0168		8.9	40,982	.0115		1,318	4,605	113	44,028	.0193		4,946	95	.0149	89
	Bowie	59.4	.0321		17.5	74,904	.0211		1,261	4,280	91	68,600	.0301		3,920	129	.0260	81
TYLER	Smith	88.1	.0476	249	25.5	130,137	.0366	273	1,477	5,103	109	106,186	.0461	246	4,125	108	.0417	88
WACO	McLennan	151.2	.0816	165	44.2	227,026	.0639	188	1,501	5,136	104	185,925	.0815	169	4,206	111	.0727	89
WICHITA FALLS		132.0	.0712	181	35.2	236,217	.0662	183	1,782	6,681	97	199,757	.0832	164	5,390	124	.0723	102
	Archer	6.0	.0032		1.7	8,824	.0025		1,471	5,191	100	7,771	.0034		4,571	105	.0029	91
	Wichita	126.0	.0680		33.5	226,393	.0637		1,797	6,758	97	191,986	.0798		5,432	125	.0694	102

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On Second thought...



Some advertising is *15 times more effective*, sometimes, than other advertising.

And why?

Because the combination of *POWER QUOTIENT and †PROXIMITY ZONE develops ‡RISING $ALES

A radio commercial sandwiched in with fifteen station call-letter mentions, 15 frenzied sounds, plus a varied assortment of other commercials and fast-paced chatter has a low power quotient — your *message has to fight the station for attention.*

A radio commercial placed in the proper PROXIMITY ZONE, i.e. the time of day where the listener is most conscious of the product, is far more effective than commercials haphazardly scheduled with no regard for the listeners wants *of the moment.*

POWER QUOTIENT* is the advertising energy generated by a commercial *boosted* by its surroundings.

A quiet radio concept with a thoughtful traffic staff may offer you 15 times as much effectiveness.

Why not make an on-the-spot check of Station WBAP in Fort Worth-Dallas when you place your next radio schedule?

570 WBAP
RADIO REFINED®
WHERE MUSIC DOES THE TALKING

WBAP 820
QUALITY RADIO GROUP
WHERE TALK BECOMES PLEASANT CONVERSATION

WBAP-FM
FIRST WITH FINE MUSIC
FOR THE DISCRIMINATING PATRON

Radio Services of Carter Publications, Inc.,
The Fort Worth Star-Telegram, Amon Carter, founder

Metropolitan Area Projections to Jan., 1962–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
TEXAS *(Cont'd)*																		
Potential Areas																		
LONGVIEW	Gregg	70.5	.0381	282	21.9	120,965	.0340	277	1,716	5,524	101	114,921	.0504	232	5,248	118	.0397	104
TEMPLE	Bell	97.2	.0525	231	24.4	157,030	.0442	245	1,616	6,436	97	90,548	.0397	269	3,711	96	.0445	85
Total Above Areas		6,547.2	3.5337		1,995.7	11,826,057	3.3276		1,806	6,238		8,535,630	3.7437		4,883		3.4937	99
State Total		9,835.3	5.3830		2,830.5	16,430,441	4.6231		1,654	5,805	108	12,179,777	5.3421		4,303	113	4.9868	93

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TUCSON... 93rd Metro Area
(284,700 Sales Management Estimate, 1/1/62)

TUCSON... 54th Corporate City
(210,016 U. S. Census, April 1960)

TUCSON . . . 10th City in the Western States, 3rd in the Mountain States . . . an important major city media point for support of your marketing and sales operations. TUCSON . . . compact, isolated, easy-to-cover with no effective over-lap from Phoenix media. TUCSON . . . reasonable TV rates get a big job done for little budget. YOU'LL LIKE THE ARIZONA SALES BOOST YOU GET ON TUCSON'S . . .

KVOA-TV
NBC-TV . . . . . Channel 4

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
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ARIZONA																		
Standard Areas																		
PHOENIX	Maricopa	730.5	.3943	35	211.9	1,262,186	.3552	45	1,728	5,956	135	984,349	.4317	34	4,645	139	.3960	98
TUCSON	Pima	294.7	.1537	93	86.5	822,152	.1469	99	1,834	6,036	121	387,878	.1701	89	4,484	140	.1552	101
Total Above Areas		1,015.2	.5480		298.4	1,784,308	.5021		1,758	5,979		1,372,227	.6018		4,599		.5412	99
State Total		1,389.8	.7500		394.9	2,320,487	.6530		1,670	5,876	123	1,888,087	.7968		4,801	132	.7155	95

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Sales Management's

COUNTY OUTLINE RETAIL SALES MAP

Includes Alaska and Hawaii—also Canadian Markets

Differences in retail sales volume shown by variations in county color shadings

All metropolitan areas clearly defined . . . 1750 cities with retail sales of $20 million or more . . . counties indicated whose family sales exceed U.S. average.

PRICE: $4.50 single copy; $3.50 each for two or more; $3.00 each for five or more

SALES MANAGEMENT, 630 Third Avenue, New York 17, N.Y.

Missoula, Montana . . . .

AN EXCEPTIONAL

SMALL MARKET BONUS BUY



* **60,300 TV HOMES** in Western Montana

* **MISSOULA** Selected as one of Sales Management's "36 Best Markets for September"

* **COVERAGE** KMSO-TV services Seven cities of Missoula, Butte, Anaconda, Deer Lodge, Helena, Hamilton & Kalispell in 13 Western Montana counties

KMSO-TV
MISSOULA, MONTANA
CBS · NBC · ABC

Metropolitan Area Projections to Jan., 1962—(Cont'd)

(SM) Estimates of Population, Income, Sales, with Rankings and Growth Indexes

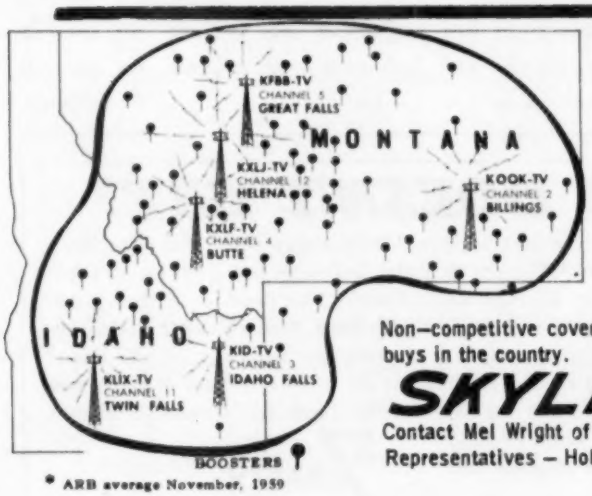
METRO AREA	County	POPULATION (SM) Estimates as of 1/1/62				EFFECTIVE BUYING INCOME (SM) Estimates, year ending 1/1/62						RETAIL SALES (SM) Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
COLORADO																		
Standard Areas																		
COLORADO SPRINGS	El Paso	160.8	.0968	156	48.1	314,093	.0884	153	1,953	6,984	139	178,007	.0781	173	3,947	94	.0850	96
DENVER		1,003.4	.5416	25	308.4	2,133,629	.6004	25	2,126	6,918	129	1,403,668	.6145	26	4,549	112	.5932	110
	Adams	148.2	.0800		38.9	278,988	.0785		1,882	7,171	233	72,291	.0317		1,858	100	.0648	91
	Arapahoe	132.3	.0714		39.2	250,539	.0705		1,894	6,391	160	121,224	.0532		3,092	114	.0806	92
	Boulder	78.5	.0424		23.6	156,782	.0441		1,997	6,643	151	107,575	.0472		4,558	130	.0447	105
	Denver	492.8	.2660		161.6	1,139,582	.3207		2,312	7,052	102	944,932	.4144		5,937	107	.3379	127
	Jefferson	151.6	.0818		45.1	307,757	.0866		2,030	6,824	185	156,996	.0689		3,481	134	.0803	96
PUEBLO	Pueblo	126.4	.0650	196	34.2	200,893	.0891	197	1,743	6,137	117	129,400	.0568	214	3,786	100	.0596	92
Total Above Areas		1,284.6	.6934		387.7	2,667,615	.7479		2,089	6,884		1,710,475	.7503		4,412		.7378	106
State Total		1,832.6	.9887		544.3	3,576,210	1.0068		1,951	6,570	120	2,438,979	1.0699		4,481	110	1.0221	103
IDAHO																		
Potential Area																		
BOISE		157.1	.0848	159	48.2	275,428	.0775	166	1,753	5,714	119	237,978	.1043	137	4,937	124	.0870	103
	Ada	98.9	.0534		31.1	185,799	.0523		1,878	5,973	136	158,133	.0680		4,998	122	.0672	107
	Canyon	58.2	.0314		17.1	89,629	.0252		1,541	5,243	102	82,845	.0363		4,845	126	.0298	95
Total Above Area		157.1	.0848		48.2	275,428	.0775		1,753	5,714		237,978	.1043		4,937		.0870	103
State Total		686.0	.3700		197.4	1,142,990	.3216		1,666	5,790	114	922,819	.4048		4,675	113	.3862	96
MONTANA																		
Standard Areas																		
BILLINGS	Yellowstone	83.8	.0452	257	26.8	160,870	.0453	240	1,920	6,003	118	134,220	.0589	209	5,008	118	.0494	109
GREAT FALLS	Cascade	78.4	.0423	267	24.0	158,879	.0450	242	2,039	6,662	118	123,223	.0540	229	5,134	129	.0472	112
Potential Area																		
BUTTE-ANACONDA		66.0	.0351	290	22.0	119,394	.0338	280	1,837	5,427	86	97,626	.0384	274	3,963	97	.0353	101
	Deer Lodge	19.0	.0103		5.6	33,990	.0096		1,789	6,070	101	19,569	.0086		3,494	108	.0094	91
	Silver Bow	46.0	.0248		16.4	85,404	.0240		1,857	5,208	81	88,057	.0298		4,150	94	.0259	104
Total Above Areas		227.2	.1226		72.8	440,143	.1239		1,937	6,046		345,068	.1813		4,739		.1319	108
State Total		692.5	.3735		214.6	1,226,440	.3483		1,755	5,702	108	920,786	.4039		4,291	108	.3700	99

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Summary of Projected Data for All States and Region, Page 92



bigger than San Diego



* ARB average November, 1959

BIG..at low cost

SKYLINE NETWORK puts 90,600* nighttime TV homes in your pocket every quarter–hour Sunday Through Saturday.....over 32,000 more than the highest rated station in San Diego – at 22% less cost per thousand. With one buy, one billing, SKYLINE delivers the combined Idaho–Montana TV market reachable only through SKYLINE NETWORK.

Non–competitive coverage – No duplication. CBS – ABC. One of the best spot buys in the country.

SKYLINE NETWORK

Contact Mel Wright of Skyline Advertiser Sales – Box 2191, Idaho Falls, Idaho.
Representatives – Hollingbery & Art Moore.



THE APPLE IN EVERYONE'S EYE... ALBUQUERQUE

ARB confirms 156,812 TV sets in KGGM-TV coverage area.

KGGM-TV is situated in the hub of the dynamic Southwest . . . America's fastest growing region! KGGM-TV operates with maximum power allowed by F.C.C., 89.1 KW, ERF, from the highest antenna site in the nation. KGGM-TV is now equipped with an Ampex Video Tape Recorder and carries 71¾ hours of CBS network shows each week in black and white and COLOR! Contact any Branham Co. office or drop us a line today.

KGGM-TV *Channel* **13**

Under same ownership: KGGM Radio in Albuquerque (610-kc, 5000 watts day and night) and KVSF in Santa Fe (1260-kc, 1000 watts day and night).

HIGHEST ANTENNA SITE IN THE NATION (10,800 FT.) ALBUQUERQUE, N.M.

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
NEVADA																		
Standard Areas																		
LAS VEGAS	Clark	147.8	.0796	189	48.7	340,056	.0957	139	2,301	7,282	137	233,889	.1923	141	5,082	175	.0948	119
RENO	Washoe	86.0	.0464	253	28.5	212,043	.0597	195	2,466	7,440	117	109,740	.0701	190	5,605	111	.0602	130
Total Above Areas		233.8	.1262		75.2	552,099	.1554		2,361	7,342		343,329	.1729		5,231		.1548	123
State Total		304.8	.1644		95.9	687,727	.1936		2,258	7,171	125	502,123	.2294		5,236	113	.1961	119
NEW MEXICO																		
Standard Area																		
ALBUQUERQUE	Bernalillo	286.7	.1547	91	80.4	558,948	.1573	92	1,950	6,952	133	410,360	.1900	83	5,104	135	.1638	106
Total Above Area		286.7	.1547		80.4	558,948	.1573		1,950	6,952		410,360	.1900		5,104		.1638	106
State Total		998.0	.5388		281.3	1,637,315	.4609		1,641	6,286	123	1,195,104	.5239		4,574	125	.4953	92
UTAH																		
Standard Areas																		
OGDEN	Weber	115.4	.0623	202	33.2	202,888	.0571	208	1,757	6,109	119	136,427	.0598	208	4,109	122	.0590	95
PROVO-OREM	Utah	112.1	.0605	207	28.8	160,033	.0450	241	1,429	5,557	119	109,505	.0480	237	3,802	137	.0490	81

© SM, 1960.

THE CITY THAT DOESN'T EAT?

Mr. Marketer are you one of the advertisers that doesn't believe Albuquerque eats? *Then, recheck your Sales Management figures!* These major chains—Piggly Wiggly, Safeway and Furr's—do their grocery and drug buying and warehousing in either El Paso or Lubbock. The product is then shipped to Albuquerque for ultimate consumption. Many purchases are credited then to these towns instead of Albuquerque, *and* a disproportionate advertising weight is thrown into Lubbock and El Paso! Don't you make this mistake! Channel 7, exclusive ABC network for all northern New Mexico *and* southern Colorado, covers more homes (ARB) than any Lubbock or El Paso TV station! Channel 7 has been No. 1 from 6:00 PM to midnight for two years (ARB) and is getting even stronger in '60-'61 with ABC! Put *your* dollars where the consumers are . . . on . . .

P. S. Albuquerque is now the 56th largest city in the U. S.
(Based on Preliminary U.S. Census data.)

a 7 KOAT-TV
Represented by Avery-Knodel

*Plus 1 Million Tourists Annually in the Fabulous



The 100% POSTER TEST Cities U.S.A.

*A BONUS of National penetration at local rates by Packer

Metropolitan Area Projections to Jan., 1962–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
UTAH (Cont'd)																		
SALT LAKE CITY	Salt Lake	406.8	.2196	67	118.2	750,651	.2112	70	1,846	6,351	122	540,052	.2389	67	4,569	113	.2206	109
Total Above Areas		634.3	.3424		180.2	1,113,490	.3133		1,755	6,179		785,994	.3447		4,362		.3286	96
State Total		937.8	.5063		257.5	1,559,916	.4386		1,662	6,054	121	1,062,211	.4748		4,203	120	.4630	91
WYOMING																		
Potential Areas																		
CASPER	Natrona	84.6	.0295	298	15.7	113,662	.0320	285	2,082	7,240	116	72,318	.0317	296	4,606	86	.0314	106
CHEYENNE	Laramie	83.1	.0341	292	17.9	129,364	.0364	274	2,050	7,227	119	85,967	.0377	278	4,804	120	.0363	106
Total Above Areas		117.7	.0636		33.6	243,026	.0684		2,065	7,233		158,303	.0694		4,711		.0677	106
State Total		340.0	.1839		100.2	649,094	.1827		1,907	6,478	114	451,506	.1981		4,506	101	.1876	102

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LOOK A LITTLE CLOSER AT THE TOP 10 MARKETS

The nation's SECOND MARKET
. . . the Los Angeles-Long Beach Metropolitan Area
needs special scrutiny.

Sometimes, for policy or budget reasons, your advertising is limited to a selection of media in the top 10 markets. In most of them the newspapers in the largest city give adequate coverage. In the Los Angeles-Long Beach Metropolitan Area, it's different.

This is why: Los Angeles daily newspapers *do not cover* the important Long Beach "half". Not a single one of them covers even 1 out of 11 Long Beach City Zone homes. In fact, all of them combined (disregarding possible duplication) reach less than 1 out of 4 Long Beach homes. BUT THE LONG BEACH INDEPENDENT, PRESS-TELEGRAM REACHES ALMOST 7 OUT OF 10 HOMES in this city zone of over half million people . . . an impressive segment of the entire Metropolitan Area.

THE RIDDER-JOHNS MAN WOULD LIKE TO DISCUSS DETAILS WITH YOU.

Sources: Sales Management Survey of Buying Power, 1960. Audit Bureau of circulations report —12 months ending Mar. 31, 1960

MORNING — EVENING

Independent | **Press-Telegram**

SUNDAY

Long Beach, California — *The International City*
Now over one-half million population

Member Metro Comics Group

Metropolitan Area Projections to Jan., 1962–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
CALIFORNIA																		
Standard Areas																		
BAKERSFIELD	Kern	294.8	.1590	88	87.8	597,488	.1681	84	2,029	6,820	113	454,451	.1993	76	5,194	125	.1756	110
FRESNO	Fresno	371.7	.2008	74	113.4	715,544	.2013	74	1,925	6,310	120	600,087	.2632	63	5,292	129	.2197	110
LOS ANGELES-LONG BEACH		7,175.8	3.8731	2	2,406.8	16,388,937	4.6617	2	2,369	6,883	116	10,678,353	4.6836	2	4,437	119	4.5106	116

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Sales Management's Up-to-Date

1960 COUNTY OUTLINE RETAIL SALES MAP OF THE 50 UNITED STATES

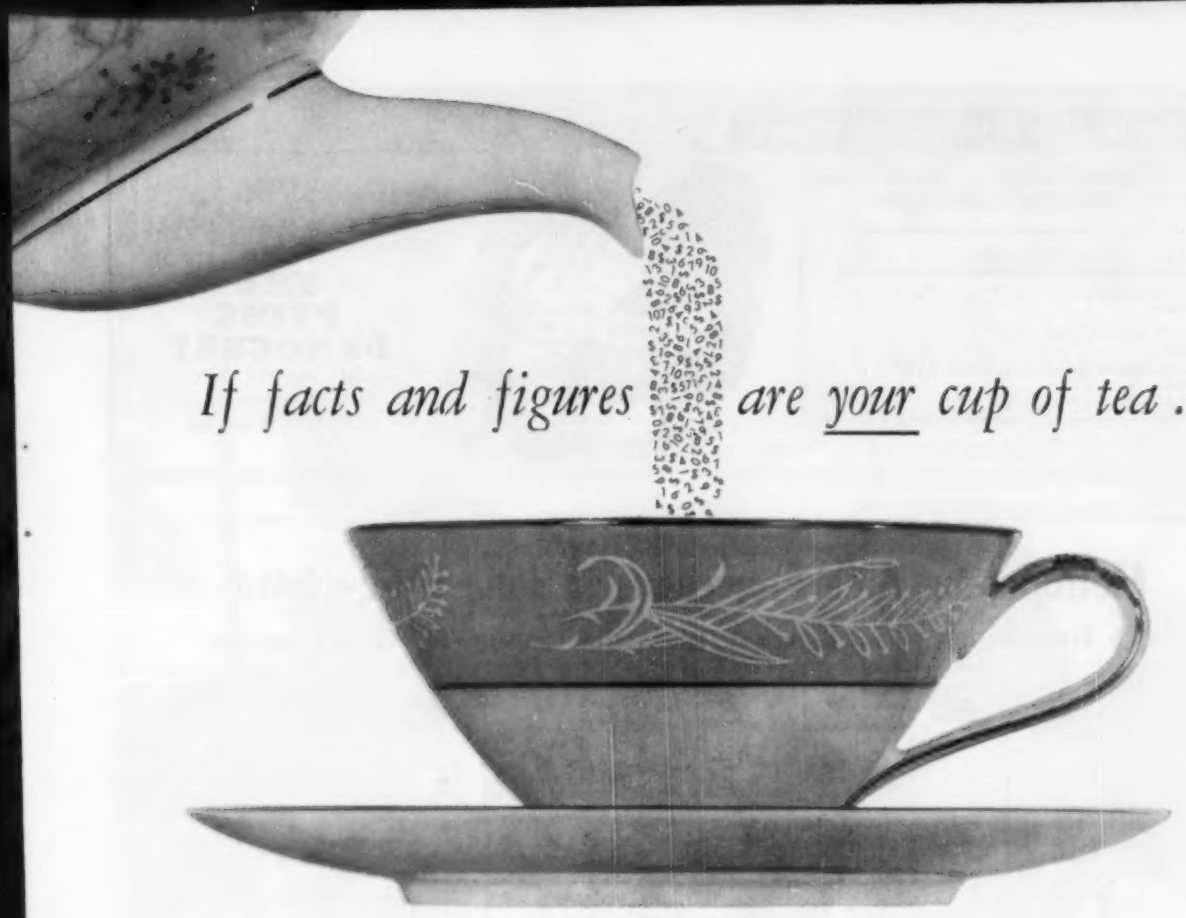
Includes Alaska and Hawaii (also Canadian Markets)

Shows at a glance comparative Retail Sales Strength of every county . . . 27″ x 41″ . . in 8 colors

1. All Metropolitan County Areas clearly defined.
2. County names . . . for all U. S. Counties . . . most legible of all the many outline maps we have seen.
3. Differences in retail sales volume indicated by 7 different County color shadings . . .
   - – for counties with $500 million or more.
   - – for counties with $250 million to $500 million.
   - – for counties with $100 million to $250 million.
   - – for counties with $50 million to $100 million.
   - – for counties with $25 million to $50 million.
   - – for counties with $10 million to $25 million.
   - – for counties under $10 million.
4. 1750 cities with retail sales of $20 million or more.
5. City populations indicated–(as of January 1, 1960).
6. Special blown-up projections of all congested small-county areas, with county lines and names clearly indicated.
7. Special markings indicate counties whose family sales exceed family average.

PRICE: $4.50 a single copy; $3.50 each for two or more copies; $3.00 for five or more

SALES MANAGEMENT, 630 Third Avenue, New York 17, N. Y.



If facts and figures are your cup of tea . . .

IT CAN PAY YOU WELL TO REMEMBER THESE . . .

1. Los Angeles County, second largest and wealthiest in America is, *at the very least,* a 3 METROPOLITAN NEWSPAPER BUY.

2. Why? In New York (and its 5 boroughs) the *one* LARGEST newspaper gives 53% coverage. In Cleveland, the one largest gives 60% coverage. The same "one newspaper dominance" applies in Chicago, Detroit, Philadelphia, Pittsburgh, St. Louis and Baltimore.

3. *But, in Los Angeles, it takes a minimum of three metropolitan newspapers to get 50% coverage. Add a fourth (the second evening) and you get a total of 64%!*

4. The 4 Los Angeles Metropolitan newspapers are comprised of two mornings and two evenings. And, in each field, *one* is the undisputed leader . . . in circulation and advertising.

5. *In the evening field, the leader is the Herald-Express!*

6. When you buy newspapers in the wealthy Los Angeles county market, remember . . . *the only way to get maximum coverage at minimum cost* . . . is to include the Herald-Express.

P. S.:—*Want additional facts? Latest duplication information? Contact your nearest Moloney, Regan & Schmitt man, or, write: Robert Simon, General Advertising Manager, Box 2416 Terminal Annex, Los Angeles 54, California.*

Los Angeles Evening **HERALD-EXPRESS**

"Largest Evening Newspaper in Western America"

Represented Nationally by Moloney, Regan & Schmitt, Inc.

FACT FILE ON A $216,940,000* MARKET

Thriving, metropolitan Santa Rosa covered adequately by only one daily. Here's the coverage picture.

SANTA ROSA PRESS DEMOCRAT - 91%▷
S. F. EXAMINER - 14%▷
S. F. CHRONICLE - 12%▷
S. F. NEWS-CALL BULLETIN - 11%▷
▷ ABC Audit - 9/30/59

*Sales Management Survey of Buying Power — 7/10/60.



To cover this "TOP 200" METROPOLITAN COUNTY MARKET you need

THE PRESS DEMOCRAT

SANTA ROSA, CALIFORNIA
nationally represented by
WARD-GRIFFITH CO., INC.

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
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CALIFORNIA (Cont'd)																		
	Los Angeles	6,298.7	3.3932		2,107.3	14,536,037	4.0902		2,312	6,898	113	9,556,430	4.1915		4,535	114	3.9812	117
	Orange	889.1	.4799		296.5	2,030,900	.5715		2,294	6,781	172	1,121,923	.4921		3,748	176	.5294	110
SACRAMENTO	Sacramento	557.9	.3011	53	174.6	1,306,579	.3675	43	2,341	7,480	136	823,490	.3612	43	4,716	130	.3823	117
SAN BERNARDINO-RIVERSIDE-ONTARIO		880.8	.4797	28	286.8	1,747,686	.4918	29	1,968	6,094	134	1,141,788	.5007	29	3,981	125	.4929	103
	Riverside	336.1	.1814		110.8	646,341	.1818		1,920	5,824	139	457,929	.2008		4,133	136	.1873	103
	San Bernardino	552.7	.2983		176.0	1,102,347	.3102		1,994	6,263	131	683,859	.2999		3,886	127	.3047	102

© SM, 1960.

CANADA'S KEY MARKETS

Are Included on SALES MANAGEMENT's Retail Sales Map

Shows comparative Retail Sales Strengths on 27" x 41" sheet in 8 colors

Metropolitan County Areas clearly defined.
County names most legible we've seen.

Differences in retail sales volume indicated by 7 different county color shadings . . .

- for counties with $500 million or more
- for counties with $250 million to $500 million.
- for counties with $100 million to $250 million.
- for counties with $50 million to $100 million.
- for counties with $25 million to $50 million.
- for counties with $10 million to $25 million.
- for counties with under $10 million.

Special blown-up projections of all congested areas.

Special markings indicate counties in which family sales exceed Canadan family average.

$4.50 a single copy; $3.50 each for two or more copies; $3.00 each for five or more.

SALES MANAGEMENT, 630 THIRD AVENUE, NEW YORK 17, N. Y.



In Los Angeles, the nation's second largest market, **Home Magazine,** which is distributed with The **Los Angeles Sunday Times,** carries your advertising into more homes than **any radio program,** than the average **nighttime network television program,** than **any magazine** and, of course, than **any other newspaper.** That's why your advertising dollars belong in The **Los Angeles Times Home Magazine.** Sunday, 913,042.

REPRESENTED BY CRESMER & WOODWARD • NEW YORK / CHICAGO / DETROIT / ATLANTA / LOS ANGELES / SAN FRANCISCO

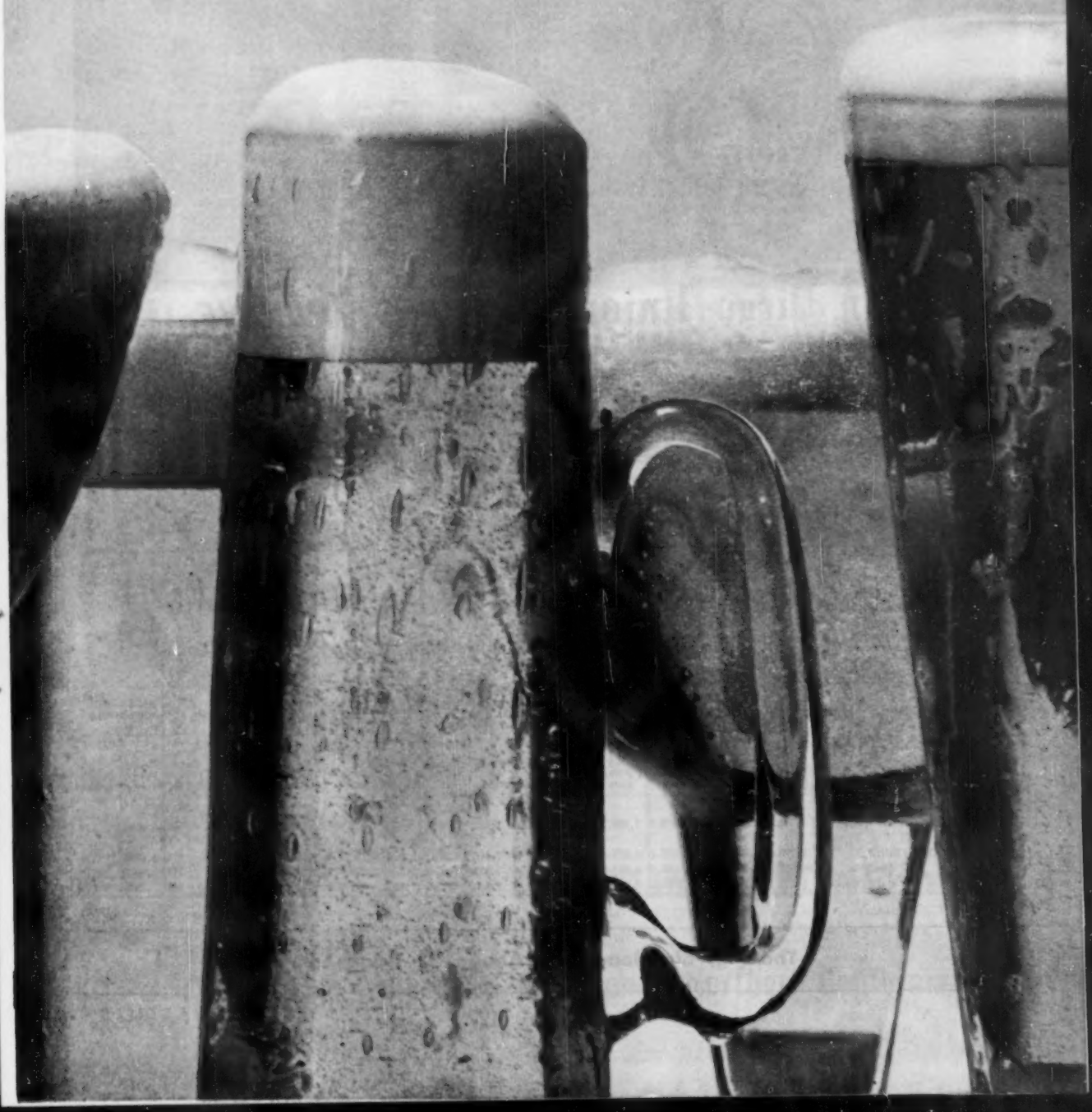
BURGERMEISTER GOT MORE FROM CHANNEL 4

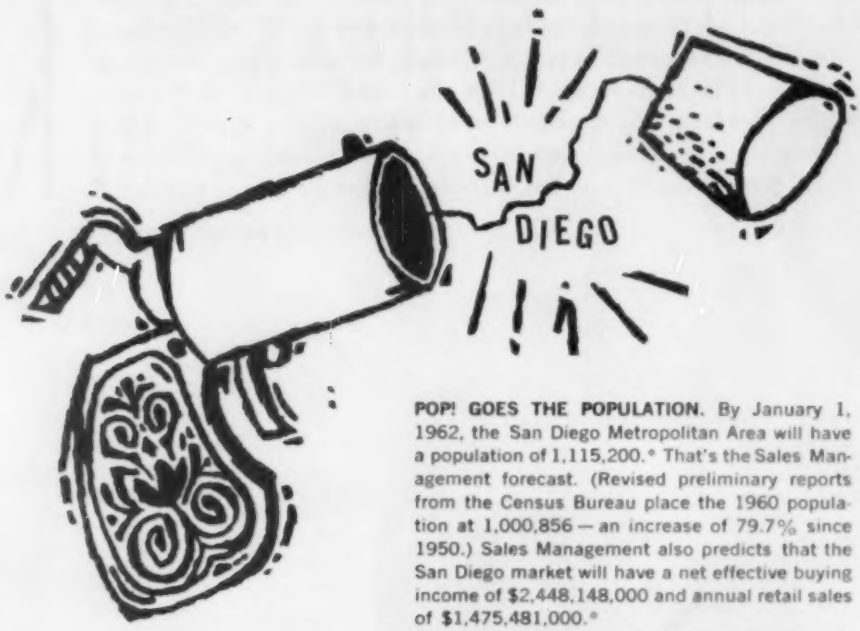


In the words of Burgie's advertising manager, Les Mullins, "As always, a sizable portion of our television budget in Southern California is on KRCA. The reason it's there is that we're interested in *results*." Results are what advertisers *get* on KRCA . . . advertisers like Alcoa Wrap, M.J.B. Coffee, Alka-Seltzer, Lever Brothers, and many others. They know that the *added* benefit of KRCA's Key Value Merchandising program gives them concentrated promotion *where it pays off*, at the store level—in many, many stores. *Yes, in Los Angeles, you get more from Channel 4.*

KRCA

KRCA LOS ANGELES / NBC OWNED / CALL YOUR NBC SPOT SALES REPRESENTATIVE FOR FULL DETAILS





POP! GOES THE POPULATION. By January 1, 1962, the San Diego Metropolitan Area will have a population of 1,115,200.* That's the Sales Management forecast. (Revised preliminary reports from the Census Bureau place the 1960 population at 1,000,856 — an increase of 79.7% since 1950.) Sales Management also predicts that the San Diego market will have a net effective buying income of $2,448,148,000 and annual retail sales of $1,475,481,000.*

Today—and tomorrow—San Diego's sure-fire advertising media are the two metropolitan dailies:

The San Diego Union | EVENING TRIBUNE

"THE RING OF TRUTH" Copley Newspapers

15 HOMETOWN DAILY NEWSPAPERS COVERING SAN DIEGO, CALIFORNIA — GREATER LOS ANGELES — SPRINGFIELD, ILLINOIS — AND NORTHERN ILLINOIS. SERVED BY THE COPLEY WASHINGTON BUREAU AND THE COPLEY NEWS SERVICE.

REPRESENTED NATIONALLY BY WEST-HOLLIDAY CO., INC. (NELSON ROBERTS & ASSOCIATES, INC.)

*COPYRIGHT 1960 SALES MANAGEMENT "MARKETING ON THE MOVE"

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA / County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
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CALIFORNIA *(Cont'd)*																	
SAN DIEGO..... San Diego	1,115.2	.6019	21	329.2	2,448,148	.6889	21	2,195	7,437	132	1,475,481	.6471	24	4,482	126	.6880	109
SAN FRANCISCO-OAKLAND.....	2,798.7	1.5105	7	910.2	6,975,490	1.9627	7	2,492	7,664	108	4,158,898	1.8238	7	4,568	118	1.8308	121
Alameda.....	997.0	.4841		295.8	2,092,608	.5888		2,333	7,074	104	1,299,630	.5700		4,394	112	.5822	116
Contra Costa...	420.7	.2271		123.0	912,907	.2569		2,170	7,422	119	493,300	.1908		3,668	108	.2335	103

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The Big, Big Headaches Ahead —— Page 15

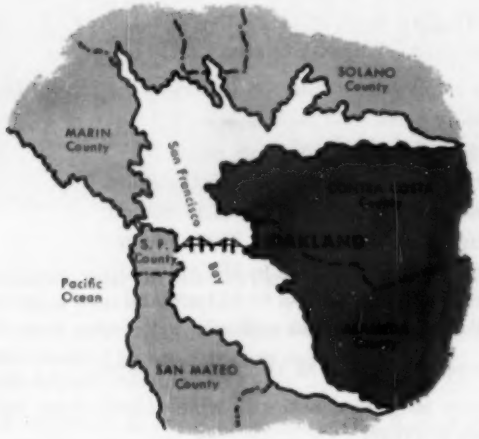
Metropolitan OAKLAND . . .



Northern California's BIGGEST Market!

- **FIRST in total population (1,291,816)**
- **FIRST in Automotive Sales ($297,049,000)**

Sources: 1960 U.S. Census
Sales Management Survey of Buying Power, 1960



The greater East Bay (Oakland) area is an entirely separate market from the West Bay (San Francisco) area . . . with different local editorial interests.

. . . and the facts PROVE that only ONE newspaper really covers this market . . . the TRIBUNE!

Oakland Tribune Household Coverage:
CITY ZONE . . . . 71.7% Daily, 75.9% Sunday
SUBURBAN . . . . 44.3% Daily, 51.4% Sunday

Oakland Tribune

NATIONAL REPRESENTATIVES: Cresmer & Woodward, Inc.
SUNDAY COMICS: Metropolitan Sunday Newspapers, Inc.

Largest Home Delivered Circulation in Northern California!



NEW METROPOLITAN AREA GROWING

TWICE As Fast As CALIFORNIA!

THREE TIMES As Fast As Los Angeles County!

VENTURA COUNTY, CALIF. in the first 7 months of 1960 set the pace in new building for All Southern California . . . beat its own all-time high 1959 construction record by over $7 million.

ONE . . . **ONLY** ONE NEWSPAPER
COVERS ALL VENTURA COUNTY

VENTURA COUNTY **Star-Free Press**

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
CALIFORNIA (Cont'd)																		
	Marin	158.6	.0861		49.1	404,487	.1138		2,534	8,238	133	201,373	.0663		4,101	132	.1006	117
	San Francisco	690.7	.3728		245.3	1,871,088	.5265		2,709	7,628	89	1,290,652	.5529		5,139	109	.5037	125
	San Mateo	494.7	.2670		157.4	1,403,532	.3949		2,837	8,917	142	772,990	.3380		4,911	148	.3529	132
	Solano	130.0	.0734		39.6	290,808	.0818		2,138	7,344	119	170,630	.0748		4,309	135	.0780	106

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CANADA'S KEY MARKETS

Are Included on SALES MANAGEMENT's Retail Sales Map

Shows comparative Retail Sales Strengths on 27" x 41" sheet in 8 colors

Metropolitan County Areas clearly defined.
County names most legible we've seen.

Differences in retail sales volume indicated by 7 different county color shadings . . .

- for counties with $500 million or more
- for counties with $250 million to $500 million.
- for counties with $100 million to $250 million.
- for counties with $50 million to $100 million.
- for counties with $25 million to $50 million.
- for counties with $10 million to $25 million.
- for counties with under $10 million.

Special blown-up projections of all congested areas.

Special markings indicate counties in which family sales exceed Canadan family average.

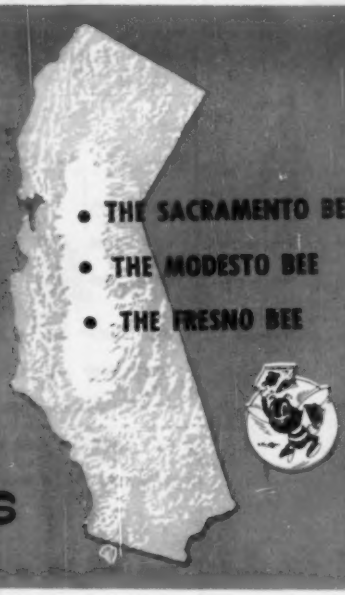
$4.50 a single copy; $3.50 each for two or more copies; $3.00 each for five or more.

SALES MANAGEMENT, 630 THIRD AVENUE, NEW YORK 17, N. Y.



Something Missing

... like California without the Billion-Dollar Valley of the Bees



- THE SACRAMENTO BEE
- THE MODESTO BEE
- THE FRESNO BEE

- **Actually, total effective buying income of more than $3 billion**
- **Greater automotive sales than each of 21 states**
- **Not covered by San Francisco and Los Angeles newspapers**

Look close up at the California Coast Range. See how it separates the ocean shore cities from the *inland* Valley. Inland is the nation's richest income producing agricultural market and a mushrooming industrial complex.

And inland Valley families read and respond to their own newspapers — Bee newspapers. Coast-side papers make no impression here. Your ad belongs in the Bees.

Data source: Sales Management's 1959 copyrighted survey

McCLATCHY NEWSPAPERS

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE

McClatchy gives national advertisers three types of discounts . . . **bulk, frequency** and a combined **bulk-frequency.** Check O'Mara & Ormsbee for details.

Eugene Oregon . . . A NEW STANDARD METROPOLITAN AREA

Eugene, Oregon was designated a standard metropolitan area, one of 21 new ones, in 1960.

50,169 people live in Eugene, 18,373 in Springfield (3 miles away), 160,742 in Lane County and many thousands more in adjacent counties. The Eugene Register-Guard's circulation coverage of this area is outstanding.

This is the biggest market between Portland and San Francisco. And, if you have things to sell, you will want to check the impressive figures on family income, effective buying power, retail, food, automotive and other sales.

This able, willing-to-buy, metropolitan market cannot be covered by any outside newspaper. Proof? Ask the man from Sawyer-Ferguson-Walker Co.

Eugene Register-Guard Daily and Sunday . . . with complete color facilities.

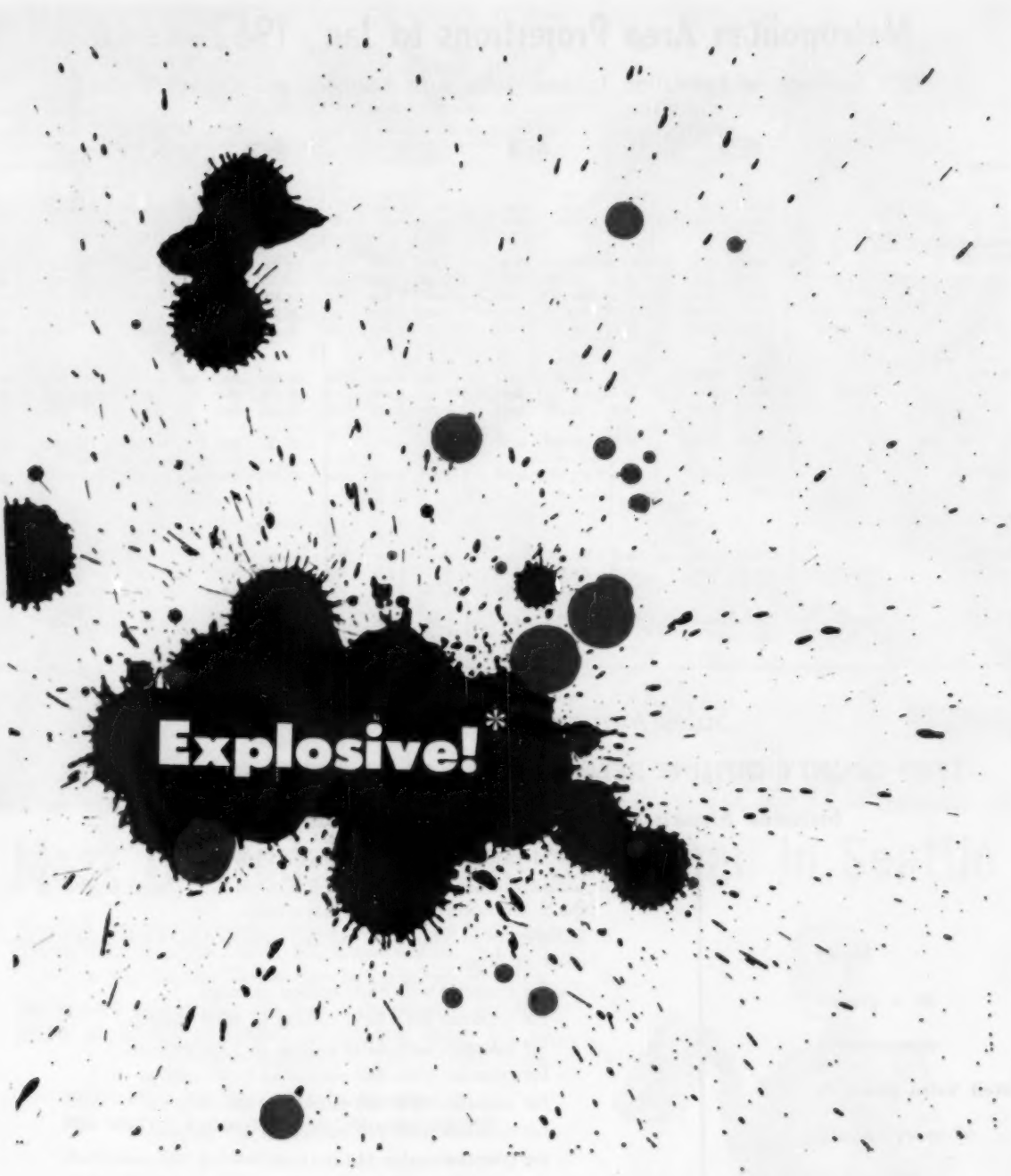
Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of U.S.A.	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
CALIFORNIA *(Cont'd)*																		
SAN JOSE	Santa Clara	754.2	.4071	22	232.1	1,880,705	.4780	30	2,252	7,319	153	1,063,995	.4623	31	4,841	146	.4591	113
SANTA BARBARA	Santa Barbara	184.4	.0995	141	59.7	422,999	.1180	117	2,294	7,088	141	286,842	.1270	113	4,852	182	.1178	118
STOCKTON	San Joaquin	253.1	.1366	107	79.0	507,965	.1429	101	2,007	6,430	112	338,891	.1498	100	4,290	130	.1434	105
Potential Areas																		
MODESTO	Stanislaus	156.9	.0859	150	49.2	299,998	.0815	162	1,822	5,884	115	265,588	.1168	121	5,399	131	.0829	108
SANTA ROSA	Sonoma	102.8	.0825	164	31.1	206,492	.0840	157	1,953	5,941	113	223,041	.0981	145	4,377	114	.0879	107
VENTURA-OXNARD	Ventura	217.7	.1175	125	64.0	441,085	.1241	114	2,026	6,892	130	235,623	.1033	140	3,682	129	.1166	99
Total Above Areas		14,923.7	8.0649		4,943.6	34,016,643	9.5715		2,279	7,022		21,739,606	9.5347		4,488		9.2571	115
State Total		16,583.4	8.9508		5,361.8	37,256,215	10.4836		2,247	6,949	120	24,883,618	10.9278		4,477	122	10.1903	114
HAWAII																		
Standard Area																		
HONOLULU	Honolulu	321.3	.2814	88	119.9	1,007,342	.2835	60	1,932	8,402	120	497,711	.2183	70	4,151	117	.2635	94
Total Above Area		321.3	.2814		119.9	1,007,342	.2835		1,932	8,402		497,711	.2183		4,151		.2635	94
State Total		630.2	.3510		155.9	1,208,775	.3401		1,869	7,754	116	604,699	.2653		3,879	114	.3168	91
OREGON																		
Standard Areas																		
EUGENE	Lane	173.5	.0938	147	54.6	316,315	.0890	180	1,823	5,793	125	197,932	.0866	189	3,618	109	.0862	95

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All *Survey of Buying Power* data are available on IBM cards at nominal cost. These cards, as well as IBM listings of data in the *Survey*, regrouped according to your sales territories, may be obtained from Market Statistics, Inc., 630 Third Avenue, New York 17, N. Y., Phone YUkon 6-8557.



*Explosive / Market-on-the-Move / That's Metropolitan San Jose / Up-and-Coming Billion Dollar Market / and here's proof: / 1962 population projection—754,200, a 23% two-year gain / 1961 Retail Sales, $1,053,995—up 23% / EBI up 30% to $1,698,705 in two years! / and right now San Jose has been a SM High-Spot City for the last 24 months! / Remember / you Cover San Jose Only With the Mercury and News / Contact us / or your Ridder-Johns office / today!

Metropolitan Area Projections to Jan., 1962–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

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OREGON (Cont'd)																		
PORTLAND		867.0	.4679	29	291.1	1,660,528	.4672	31	1,915	5,704	111	1,106,060	.5114	28	4,006	114	.4806	103
	Clackamas	121.9	.0658		38.6	211,565	.0595		1,736	5,481	127	107,810	.0473		2,793	151	.0571	87
	Multnomah	545.9	.2946		189.2	1,096,032	.3080		2,011	5,804	108	671,029	.3020		4,004	116	.3288	111
	Washington	103.0	.0556		32.7	186,674	.0522		1,803	5,678	127	93,993	.0412		2,874	127	.0496	89
	Clark, Wash.	96.2	.0519		30.6	165,257	.0465		1,718	5,401	120	93,218	.0409		3,046	109	.0459	88
Potential Area																		
SALEM		155.3	.0838	102	47.2	252,878	.0712	177	1,629	5,358	122	167,539	.0822	100	3,973	120	.0771	92
	Marion	128.1	.0691		38.7	208,990	.0590		1,630	5,416	120	168,974	.0741		4,366	123	.0606	95
	Polk	27.2	.0147		8.5	43,288	.0122		1,591	5,093	130	16,965	.0081		2,184	97	.0115	78
Total Above Areas		1,195.8	.6453		392.9	2,229,721	.6274		1,865	5,675		1,551,121	.6802		3,948		.6459	100
State Total		1,863.7	1.0057		603.3	3,372,189	.9490		1,809	5,590	113	2,363,963	1.0367		3,918	110	.9867	99
WASHINGTON																		
Standard Areas																		
SEATTLE		1,178.2	.6360	19	399.0	2,560,667	.7205	19	2,173	6,418	123	1,750,901	.7679	16	4,388	130	.7178	113
	King	868.0	.5333		338.7	2,253,779	.6257		2,251	6,624	129	1,582,742	.6810		4,625	139	.6238	117
	Snohomish	190.2	.1027		63.3	338,908	.0948		1,771	5,322	145	198,199	.0869		3,130	137	.0940	92
SPOKANE	Spokane	294.5	.1589	87	98.2	684,773	.1945	88	1,998	6,079	109	384,340	.1739	87	4,099	118	.1680	104

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Sales Management's Up-to-Date

1960 COUNTY OUTLINE RETAIL SALES MAP OF THE 50 UNITED STATES

Includes Alaska and Hawaii (also Canadian Markets)

Shows at a glance comparative Retail Sales Strength of every county . . . 27″ x 41″ . . in 8 colors

1. All Metropolitan County Areas clearly defined.
2. County names . . . for all U. S. Counties . . . most legible of all the many outline maps we have seen.
3. Differences in retail sales volume indicated by 7 different County color shadings . . .
   - – for counties with $500 million or more.
   - – for counties with $250 million to $500 million.
   - – for counties with $100 million to $250 million.
   - – for counties with $50 million to $100 million.
   - – for counties with $25 million to $50 million.
   - – for counties with $10 million to $25 million.
   - – for counties under $10 million.
4. 1750 cities with retail sales of $20 million or more.
5. City populations indicated–(as of January 1, 1960).
6. Special blown-up projections of all congested small-county areas, with county lines and names clearly indicated.
7. Special markings indicate counties whose family sales exceed family average.

PRICE: $4.50 a single copy; $3.50 each for two or more copies; $3.00 for five or more

SALES MANAGEMENT, 630 Third Avenue, New York 17, N. Y.



Most Trusted Toiletries Salesman in Seattle

Seattle's six county retail trading zone is the booming, buying market in the Pacific Northwest—in which 96.3% of The Seattle Times' circulation is concentrated.

No wonder that during the first eight months of 1960, 63.1% of Seattle newspaper advertising linage for all toiletries appeared in The Seattle Times.

THESE FIELD PERCENTAGES DEMONSTRATE THE SEATTLE TIMES' OUTSTANDING LEADERSHIP:

Perfumes and Cosmetics	**69 %**
Toilet Soaps	**67.7%**
Miscellaneous Toiletries (including Dentifrices)	**61.4%**



For sales results—place your schedules in:

The Seattle Times

Source: Media Records

Represented by O'Mara & Ormsbee, Inc., New York, Detroit, Chicago, Los Angeles and San Francisco

Metropolitan Area Projections to Jan., 1962–(Cont'd)

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WASHINGTON (Cont'd)																		
TACOMA	Pierce	335.2	.1809	81	100.0	621,717	.1749	80	1,856	6,217	110	372,904	.1638	95	3,729	113	.1727	95
Potential Areas																		
BELLINGHAM	Whatcom	71.7	.0387	280	23.9	117,417	.0330	282	1,638	4,913	102	94,411	.0414	262	3,950	162	.0367	95
BREMERTON	Kitsap	82.0	.0442	262	26.9	144,047	.0405	251	1,757	5,355	106	88,394	.0375	281	3,174	101	.0404	91
PASCO-KENNEWICK-RICHLAND		91.6	.0494	240	28.8	184,787	.0520	219	2,017	6,886	98	100,881	.0442	249	3,784	99	.0482	100
	Benton	65.2	.0352		20.0	129,677	.0366		1,994	6,499	86	88,982	.0258		2,944	96	.0331	94
	Franklin	26.4	.0142		8.8	54,810	.0154		2,078	6,960	113	41,999	.0184		6,176	127	.0161	113
YAKIMA	Yakima	148.2	.0800	168	45.9	224,265	.0631	190	1,513	4,887	103	188,700	.0828	166	4,120	111	.0724	91
Total Above Areas		2,201.4	1.1863		718.6	4,437,693	1.2485		2,016	6,175		2,887,540	1.3104		4,157		1.2562	106
State Total		2,966.9	1.6116		965.9	5,350,410	1.6459		1,959	6,057	113	3,875,674	1.7902		4,013	118	1.6883	103

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CANADIAN MARKET DATA SECTION

Starts on Page 202

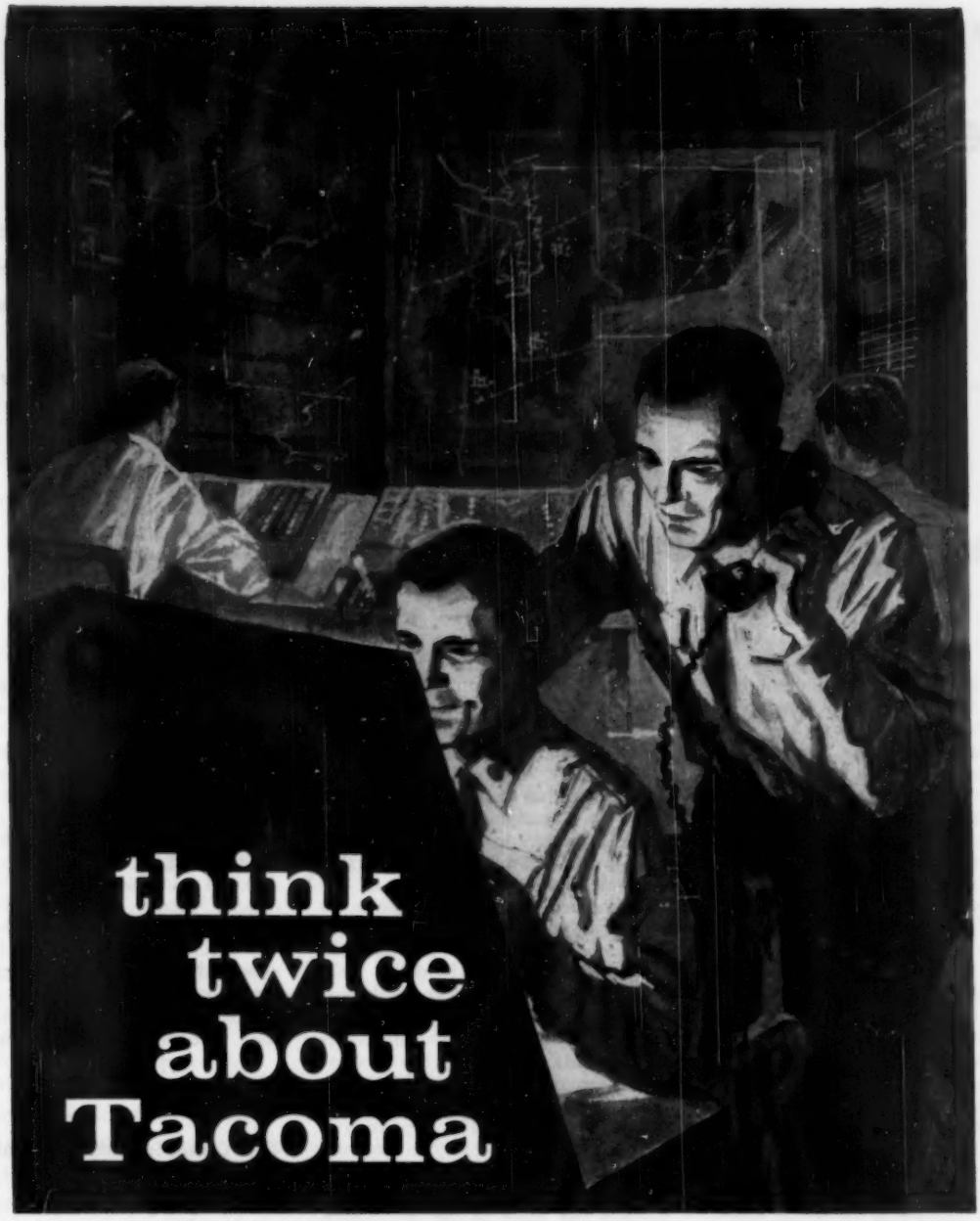
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CANADIAN METROPOLITAN AREA PROJECTIONS

Of Population, Income, Sales

to January 1, 1962

Pages 206–215



where things are happening to keep business good . . . *and make it better!*

The complex and effective electronic warning system called SAGE—now operational at Tacoma's McChord Field AF Base – requires scores of highly skilled civilian and Air Force specialists. SAGE means an even higher military expenditure for Tacoma (it now runs more than $160 million annually).

So, when you're planning a promotion *—think twice about Tacoma.* First, as a *separate* metropolitan area, vital to the total economy of the Puget Sound Circle. Second, as a market which can *not* be covered by any outside newspapers. Proof? *Ask the man from Sawyer-Ferguson-Walker Company.*

The TACOMA NEWS TRIBUNE now delivering more than 85,000 daily

What the Canadian Market Means to You



Don't be fooled by geography proximity; Canada is a natural market for U.S. firms, but there are large dissimilarities for the exporter to bear in mind—not only between the Canadian and American consumer, but also among different regions within Canada . . .

By R. W. D. HANBIDGE
Director, Marketing Division
Loetham, Simpson Ltd.

Any guesses on the biggest commercial transaction of all time? No, it wasn't the Louisiana Purchase. That was big for its day, but it only amounted to a little more than $27 million. The biggest transaction was the 2-way trade between Canada and the U.S. for the year 1956, which amounted to $6,985 million.

The record stands in danger of being broken, since the 1959 figure was $6,959 million. But it is not likely to be broken by anybody else. The U.S. and Canada, each the best customer of the other, have the world's biggest non-political trading bloc going for themselves.

Of course, there is more to it than this. Not only does the U.S. provide more than two-thirds of all the imports into Canada, but subsidiaries of the U.S. firms contribute significantly to domestic production in Canada and, all in all, the atmosphere of doing business in the North American way hardly changes as one crosses the border.

This outward similarity has led many people into serious error. There is an all-too-common misconception that Canada is just a smaller U.S. It is true that there is considerable similarity in the patterns of consumer-goods buying in the two countries, but no common pattern exists with respect to industrial goods, for the simple reason that the two economies are structurally very different.

Canada specializes in agriculture, resource industries and primary manufacture. Proportionally, secondary manufacturing and service industries are less highly developed here.

Here are a few things worth remembering: Canadians are a bit more phlegmatic—some people call them stuffier—than Americans. Because his discretionary income is considerably lower than that of the average American, the Canadian is forced to pay more attention to the value of his dollar, and tends to do considerably less impulse buying of items in any price range. And the Canadian tends to be more critical of, and more resistant to, the bally-hoo of American advertising and the hard-sell techniques of many American marketers.

Then, is it worthwhile trying to sell to Canada? Of course the answer is yes. Canada is not only the greatest foreign market in the world for U.S. goods, but also one of the most rapidly expanding markets. This expansion is something which is likely to continue at a steady and steep rate for many years to come. For this country of Canada has many of the advantages also enjoyed by the U.S., as well as resources badly needed by the U.S. and the rest of the free world. Canada has stable government, intelligent, energetic and technically sophisticated workers, production plants and facilities as modern as any in the world, and more than adequate transportation and communication facilities.

These things are going to keep the steam behind the Canadian boom for many decades to come. Actually, a lot of people object to Canada's prosperity being called a boom. It is certainly no boom in the sense of being some unsupported, speculative binge of spending with nothing substantial beneath. The boom or, preferably, the surge of economic growth, is based on wise development of resources that will be readily marketable throughout the world, and on industrialization that is soundly planned to meet the needs of Canadians and of export markets.

Like any economic surge, this prosperity of the north country has had, and will continue to have, its ups and downs. Nobody expects the fantastic economic Canadian growth rate, which for several years after the war exceeded that of the U.S. on a per capita basis by a considerable margin, to continue indefinitely at the same pace. But the trend will be up.

This is certainly a market worth the effort that may be required for capture of your share.

The Canadian Market Today and Tomorrow

It is hardly necessary to explain to any American who has visited Canada that the country consists of great areas of land with people here and there. With an area some 800,000 miles larger than that of the U.S., Canada has about 1/10 of the population. Most Canadians are strung out along a relatively narrow belt of thick settlement just above the American border. The distribution problems and transportation costs posed by such a population distribution are major ones—actually, however, they are more troublesome to Canadian producers than to Americans. The fact of the matter is that trade in an east-west direction across Canada is only maintained by an artificial barrier—the tariff.



You can't pussyfoot into Canada

Covering the Canadian market is a big job. Cities and towns are spotted over a territory as wide as the United States. It takes a big, powerful magazine to do it.

Here is a situation that demands the widespread coverage and deep home penetration of Weekend Magazine and its French language edition, Perspectives, which do a big job where a big job must be done. Weekend Magazine/Perspectives, with a circulation of 1,880,000, reaches four out of ten of all the homes in Canada every week as the weekend rotogravure section of 35 leading newspapers. This coverage is equal to the combined coverage of Look, Life and Saturday Evening Post in the United States.

This is a volume market—the people who buy the homes and the automobiles, the life insurance and the soap, the cake mixes and the candy bars. These are people with a thousand needs and the means to satisfy them.

These 1,880,000 homes can become your live, active, responsive sales territory. So do the big job the big way—with Weekend Magazine/Perspectives.

Represented by: O'Mara & Ormsbee Inc., New York, Chicago, Detroit, Los Angeles, San Francisco.

The biggest single selling force in Canada

Weekend MAGAZINE / AND ITS FRENCH LANGUAGE EDITION **Perspectives**

The Gordon Commission on Canada's Economic Prospects, which is pretty well the standard source of forecasts of Canada's future growth in most fields, believes that population by 1970 will have increased from the present 17.5 million Canadians to a level varying from slightly over 21 million up to a little over 22 million. By 1980 there will be somewhere from 24 million to 27.5 million Canadians, depending upon how many immigrants enter the country each year.

All this means that Canadian population is likely to grow by some 50% between now and 1980, while according to United Nation projections the population of all North America is likely to grow only by about 35%, and the population of the entire world is likely to grow by only about 30% over that same period. Population growth at a faster rate than the world average would tend to provide an increasingly attractive market if that population were receiving higher per capita incomes along with growth in numbers. This also appears likely to happen. While population is increasing by 50%, the Gordon Commission expects that Canada's national income will triple.

Canada is the greatest trading nation of any of the major nations of the world—on a per capita basis. In 1959 Canada exported $5 billion worth of goods—almost 15% of its gross national product. At the same time, imports were even higher, more than $5.6 billion. While imports and exports have tended to decline as a percentage of total output over the years, as Canada has become more industrialized, they are still a very vital factor in the Canadian economy. And as has been pointed out above, the U.S. is both the most important supplier of Canadian imports, and the best customer for Canadian exports.

The Canadian Consumer

Canadians are very like Americans, with one major exception of which most Americans are aware: About 32% of them, living mostly in the provinces of Quebec and New Brunswick, proudly claim French as their native tongue and have a distinctive culture and way of life not found elsewhere in North America. But Canadians—both English and French—drive American-model cars (though they took to European and British models earlier, and drive a higher proportion of these); they live in the same kinds of houses (though there are more old ones, and fewer new ones); they wear the same clothes (though they tend to be slightly more conservative dressers, and to buy less casual clothing).

There is a tremendous spillover of U.S. television, radio and magazine advertising into Canada. This, together with constant exposure to American news, entertainment and reading matter means that Canadians are aware of new trends and new products just as quickly as are American consumers. And, with obvious exceptions, they are just as likely to want the new things. The first exception stems from the slight but existing differences between the two peoples; the second, from the fact that the Canadian, with lower per capita income, cannot indulge himself in certain things that the American is able to do. Here briefly, are the facts:

	Total Pop. (1959) (millions)	Total Personal Income (billions)	Per Capita Income
Canada	17.44	$25.94	$1,487
U. S.	177.1	$378.00	$2,134

This means that the average Canadian family of 3.8 persons would have to raise its income by $2,459 per year to come up to American standards. This extra money per family would probably go to buy a good many more new television sets, sports equipment, party clothes, automatic dishwashers and other such things which are now sold less readily in Canada than below the border.

In many of its characteristics, however, the Canadian population is remarkably like the American. It is, at the moment, a slightly younger population: 7.5% of Canadians are over 65, as compared to 8.7% of Americans; and 12.6% of the Canadian population are children under 5, compared with the U.S. 11.2%. However, in Canada as in the U.S., medical science is prolonging the lives of the oldsters and their importance as a population group is rising steadily.

Rural and urban population percentages are also approximately the same. Latest U.S. figures (1959) tell us that urban households were 64% of all households; Canadian figures for a few years earlier (1956) state that 66.6% of the population was urban. This percentage is increasing, so that Canada today is probably some 4% to 5% more urbanized than the U.S.—a statistic that runs against the commonly held idea of Canada as primarily an agricultural country. Parenthetically it should be noted, however, that in dollar terms agriculture is more important to Canada than to the U.S. —making up about 8.5% of the gross national product as against around 3.6% in the U.S.

Thus, if we are to delve into differences rather than similarities, we must take a somewhat different approach. The most vital information that can be given a newcomer about the Canadian market is not general information—which may lead him to some very general misconclusions—but regional information, which tells him how and what things are sold, and why, in the distinctive geographic areas of Canada.

Canadian Regions

It is traditional, and justifiable on most grounds, to divide Canada into these regions: the Maritimes, or Atlantic provinces in the East; the province of Quebec; the province of Ontario, the three prairie provinces;

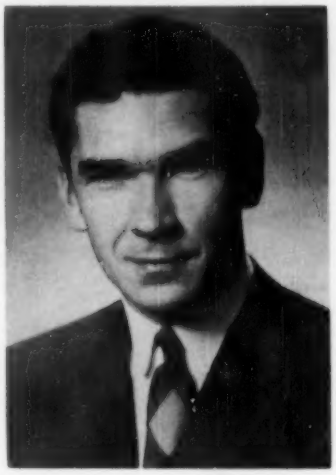
(Continued on page 213)

Speaking for Canada

R. W. D. Hanbidge is well qualified to discuss the Canadian market. He is director of marketing of Leetham, Simpson Ltd., one of Canada's leading management consulting firms. Last year, he conducted a series of marketing seminars in England and Scotland on the subject discussed in this article—how to define and sell the Canadian market.

Before joining Leetham, Simpson, Hanbidge spent eight years in various sales, marketing and merchandising posts with Canadian Industries Ltd. Prior to that, he was with Canadian Reader's Digest.

Leetham, Simpson, founded in 1948 by its current president, James W. Simpson, has both Canadian and U. S. firms among its clients.



IN CANADA PUT YOUR MONEY WHERE YOUR MARKET IS...

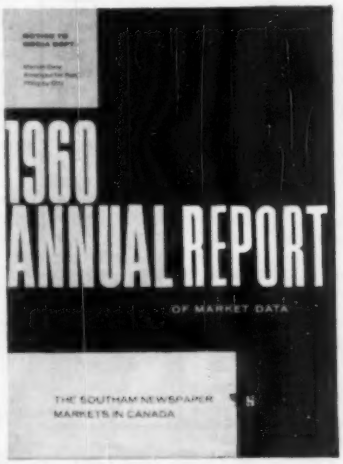
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Metropolitan Area Projections to Jan., 1962

SM Summary of Data for All Provinces

PROVINCES AND AREAS	POPULATION SM Estimates as of 1/1/62			EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62					RETAIL SALES SM Estimates, year ending 1/1/62				SALES—ADV. CONTROLS	
	Total (000)	% of Canada	Per Households (thous.)	Net Dollars ($000)	% of Canada	Per Capita	Per Household	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of Canada	Per Household	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
Newfoundland	475.4	2.5747	94.4	398,112	1.4926	837	4,217	139	246,462	1.3825	2,611	107	1.6761	66
Nova Scotia	733.6	3.9731	168.7	830,823	3.1486	1,145	4,907	120	631,658	3.5431	3,744	108	3.4319	86
Prince Edward Island	104.4	.5655	23.9	109,360	.4100	1,048	4,576	133	122,815	.6878	5,131	118	.8245	93
New Brunswick	616.8	3.3406	135.0	661,664	2.2586	975	4,457	129	481,121	2.6986	3,564	109	2.8057	78
Quebec	5,286.3	28.6252	1,183.4	6,960,629	24.9971	1,241	5,635	112	4,234,627	23.7521	3,578	112	25.1482	88
Ontario	6,345.2	34.3557	1,613.9	10,614,285	39.7950	1,673	6,577	117	6,863,519	38.4970	4,253	110	38.3196	112
Manitoba	917.4	4.9686	237.5	1,408,741	5.2953	1,560	5,936	124	843,195	4.7294	3,645	107	5.0551	102
Saskatchewan	920.7	4.9863	235.5	1,222,028	4.5816	1,327	5,189	109	1,001,798	5.6191	4,254	106	4.9738	100
Alberta	1,343.0	7.2738	338.9	2,054,800	7.7038	1,237	6,063	128	1,505,878	8.4465	4,051	103	7.2405	108
British Columbia	1,694.1	9.1212	493.7	2,827,897	10.6022	1,679	5,728	128	1,881,003	10.5504	3,810	112	10.2905	113
Yukon-Northwest Ter'ty	37.9	.2053	7.7	34,137	.1280	901	4,433	112	16,867	.0935	2,185	107	.1331	66
Total All Provinces	18,483.8	100.0000	4,532.8	26,672,474	100.0000	1,449	5,886	119	17,828,523	100.0000	3,909	118	100.0000	100

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of Canada	Rank	Households (thous.)	Net Dollars ($000)	% of Canada	Rank	Per Capita	Per Household	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of Canada	Rank	Per Household	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
NEWFOUNDLAND																		
ST. JOHN'S	Division 1	195.0	1.0561	14	38.7	180,876	.6781	21	928	4,556	138	123,633	.6935	17	3,114	105	.7583	72
Total Above Areas		195.0	1.0561		38.7	180,876	.6781		928	4,556		123,633	.6936		3,114		.7583	72
Province Total		475.4	2.5747		94.4	398,112	1.4926		837	4,217	139	246,462	1.3825		2,611	107	1.6761	66

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(Over ¼ Population of Nova Scotia)

WE EARN—The highest per household income in the Atlantic Provinces.
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Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of Canada	Rank	House-holds (thous.)	Net Dollars ($000)	% of Canada	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of Canada	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
NOVA SCOTIA																		
HALIFAX	Halifax	224.8	1.2175	12	58.0	284,509	1.0657	14	1,266	5,680	117	205,056	1.1502	12	4,101	108	1.1219	92
SYDNEY-GLACE BAY	Cape Breton	123.6	.6694	22	25.6	154,298	.5785	24	1,248	6,027	114	116,751	.6549	19	4,561	107	.6196	93
Total Above Areas		348.4	1.8869		75.6	438,807	1.6442		1,259	5,804		321,807	1.8051		4,257		1.7416	92
Province Total		733.6	3.9731		188.7	838,823	3.1486		1,145	4,967	129	631,658	3.5431		3,744	108	3.4319	88
NEW BRUNSWICK																		
MONCTON	Westmoreland	102.9	.5573	27	23.2	116,996	.4386	32	1,137	5,043	129	80,811	.4516	28	3,478	104	.4662	84
ST. JOHN	St. John	92.0	.4983	29	22.6	114,588	.4296	33	1,246	5,070	127	108,679	.6096	21	4,809	111	.4973	100
Total Above Areas		194.9	1.0556		45.8	231,586	.8682		1,188	5,056		189,190	1.0612		4,131		.9635	91
Province Total		616.8	3.3408		138.0	601,864	2.2558		975	4,457	129	481,121	2.6998		3,564	109	2.6057	78
QUEBEC																		
CHICOUTIMI-JONQUIERES	Chicoutimi	158.9	.8443	17	26.8	150,679	.5649	25	966	5,622	92	80,248	.4501	29	2,994	108	.5863	69
MONTREAL		2,006.1	10.8847	1	519.8	3,386,030	12.6949	2	1,688	6,514	131	2,102,147	12.2958	2	4,216	111	12.2092	112

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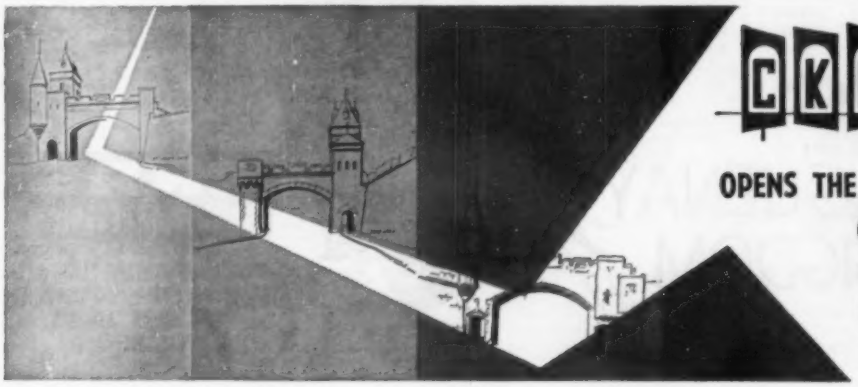
TORONTO
George S. Willcocks
Ontario Manager
85 Richmond St., West

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of Canada	Rank	House-holds (thous.)	Net Dollars ($000)	% of Canada	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of Canada	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
QUEBEC (Cont'd)																		
	Chambly	139.0	.7529		32.1	199,291	.7472		1,434	6,208	100	79,742	.4473		2,484	128	.6804	87
	Montreal	1,887.1	10.1119		467.7	3,188,739	11.9477		1,787	6,534	134	2,112,405	11.8485		4,33[illegible]	110	11.5606	114
QUEBEC		481.0	2.4426	6	95.5	521,769	1.9662	9	1,157	5,464	123	328,964	1.8454	9	3,446	112	2.0203	83
	Levis	49.7	.2982		9.9	49,472	.1855		986	4,997	85	38,033	.2190		3,943	119	.2123	79
	Quebec	481.3	2.1734		95.6	472,297	1.7707		1,177	5,017	129	288,955	1.6264		3,387	111	1.8080	83

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Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
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QUEBEC *(Cont'd)*																		
SHAWINIGAN FALLS-TROIS RIVIERES	St. Maurice	109.8	.5947	25	23.9	134,713	.5651	27	1,227	5,637	105	105,653	.5926	23	4,421	109	.5493	92
SHERBROOKE	Sherbrooke	83.5	.4522	33	19.8	108,069	.3962	34	1,293	5,337	117	70,301	.3943	33	3,551	111	.4068	90
Total Above Areas		2,806.3	15.1985		685.8	4,290,887	18.1173		1,532	6,268		2,777,343	15.5782		4,050		18.7719	104
Province Total		5,285.3	28.6244		1,183.4	6,560,629	24.8874		1,241	5,538	112	4,234,627	23.7523		3,578	112	25.1498	88
ONTARIO																		
BRANTFORD	Brant	91.0	.4928	20	24.0	149,701	.5613	26	1,645	6,095	130	81,675	.4581	27	3,320	104	.5196	105
FORT WILLIAM-PORT ARTHUR	Thunder Bay	148.4	.8037	18	36.3	226,928	.8474	17	1,523	6,227	116	166,184	.9956	22	2,925	102	.7831	95
GUELPH	Wellington	94.9	.4599	32	22.6	127,077	.4764	28	1,497	5,623	124	81,721	.4584	26	3,616	107	.4677	102
HAMILTON	Hamilton	343.9	1.8625	6	89.9	663,175	2.2614	8	1,754	6,709	106	385,567	2.0501	8	4,066	104	2.1182	114
KINGSTON	Frontenac	85.3	.4620	31	21.0	120,472	.4617	31	1,412	5,737	107	71,799	.4027	32	3,419	106	.4391	98
KITCHENER	Waterloo	186.8	1.0225	15	49.5	308,328	1.1560	13	1,633	6,229	137	181,585	1.0185	15	3,668	108	1.0881	106
LONDON	Middlesex	204.6	1.1092	13	55.4	361,799	1.3564	12	1,767	6,530	116	253,677	1.4240	11	4,583	110	1.3272	120
SHAWA	Ontario	126.9	.6873	21	32.8	226,838	.8505	18	1,788	6,918	133	120,512	.6760	18	3,674	110	.7656	111

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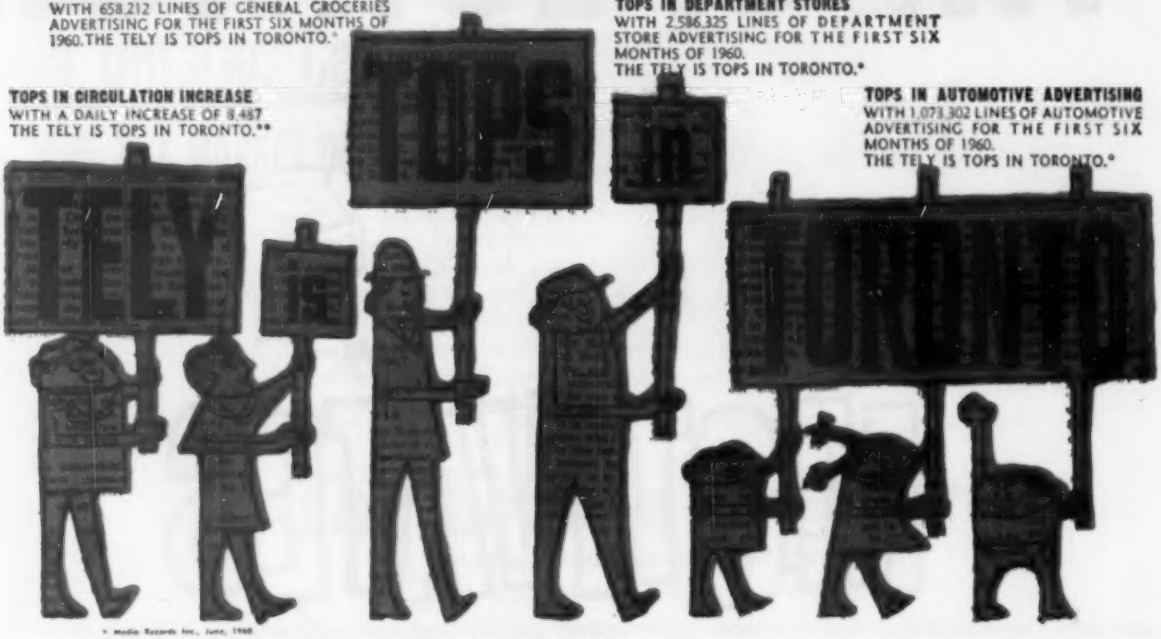
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THE TELY IS TOPS IN TORONTO.*

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THE TELEGRAM
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TORONTO, CANADA

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
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ONTARIO *(Cont'd)*																		
OTTAWA		458.0	2.4642	5	108.2	727,387	2.7271	5	1,599	6,723	108	434,977	2.4398	5	3,927	110	2.5884	105
	Hull	118.6	.6423		25.9	135,038	.5063		1,139	5,214	113	78,888	.4425		3,046	114	.5144	80
	Carleton	338.4	1.8219		82.3	592,349	2.2208		1,761	7,197	108	356,092	1.9973		4,327	109	2.0740	114
PETERBOROUGH	Peterborough	76.3	.4132	34	20.1	123,809	.4642	30	1,623	6,160	125	77,574	.4351	30	3,859	107	.4453	108
ST. CATHERINES	Lincoln	129.8	.7013	20	34.4	221,838	.8317	19	1,713	6,449	118	105,838	.5920	24	3,068	104	.7337	105
SARNIA	Lambton	106.0	.5849	26	29.2	189,451	.7103	26	1,754	6,488	125	77,021	.4320	31	2,638	104	.6017	103
SAULT STE. MARIE	Algoma	118.3	.6407	23	29.9	180,612	.6771	22	1,527	6,714	136	90,440	.5073	25	3,362	112	.6189	97
SUDBURY	Sudbury	167.5	.9072	16	37.0	259,704	.9737	15	1,550	7,019	96	113,748	.6380	20	3,074	104	.8597	95
TIMMINS	Cochrane	89.6	.4853	30	20.3	124,895	.4679	29	1,393	6,149	84	61,787	.3466	34	3,044	99	.4350	90
TORONTO	York	1,758.8	9.5145	2	437.5	3,456,027	12.9573	1	1,967	7,899	119	2,482,204	13.9227	1	5,674	114	12.5884	132

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Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

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ONTARIO (Cont'd)																		
WINDSOR	Essex	279.3	1.5126	11	74.1	478,929	1.7956	11	1,715	6,463	104	199,513	1.1196	14	2,694	99	1.5362	102
Total Above Areas		4,454.3	24.1237		1,119.8	7,885,971	29.5660		1,770	7,042		4,905,760	27.5165		4,381		27.8028	115
Province Total		8,345.2	34.3647		1,613.9	10,614,285	39.7956		1,673	6,577	117	6,863,519	38.4973		4,253	110	38.3201	112
MANITOBA																		
WINNIPEG		478.1	2.5893	4	127.2	844,440	3.1659	4	1,766	6,639	125	498,395	2.7955	4	3,918	104	2.9394	114
	Division 6	398.4	2.1577		106.3	713,071	2.6734		1,790	6,708	124	444,872	2.4953		4,186	103	2.5166	117
	Division 9	79.7	.4316		20.9	131,369	.4925		1,648	6,286	129	53,523	.3002		2,561	114	.4228	98
Total Above Areas		478.1	2.5893		127.2	844,440	3.1659		1,766	6,639		498,395	2.7955		3,918		2.9394	114
Province Total		903.8	4.8948		237.5	1,409,741	5.2854		1,560	5,936	124	865,891	4.8569		3,645	107	5.0787	104
SASKATCHEWAN																		
REGINA	Division 6	145.1	.7858	19	37.0	225,933	.8471	18	1,557	6,106	107	203,611	1.1421	13	5,503	107	.9233	117
SASKATOON	Division 11	114.0	.6174	24	30.4	179,987	.6737	23	1,578	5,911	93	132,869	.7453	16	4,371	107	.6639	111
Total Above Areas		259.1	1.4032		67.4	405,620	1.5208		1,565	6,018		336,480	1.8874		4,992		1.5872	115
Province Total		920.7	4.9863		235.5	1,222,026	4.5817		1,327	5,189	106	1,001,788	5.6191		4,254	106	4.9736	100
ALBERTA																		
CALGARY	Division 6	327.3	1.7726	9	90.9	621,670	2.3308	7	1,899	6,869	141	373,619	2.0956	7	4,128	104	2.1486	121
EDMONTON	Division 11	380.7	2.0618	7	95.2	638,559	2.3956	6	1,672	6,687	128	389,000	2.1975	6	4,087	103	2.2619	110
Total Above Areas		708.0	3.8344		186.7	1,260,229	4.7174		1,777	6,776		762,619	4.2531		4,112		4.4105	115
Province Total		1,298.1	7.0302		338.9	2,054,800	7.7035		1,237	6,063	123	1,372,923	7.7007		4,051	103	7.5884	108

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(Continued from page 204)

and the West Coast—the province of British Columbia. Each region has distinctive marketing characteristics, and though sub-divisions of the regions can be made, a good over-all approach can be achieved by considering each in turn.

The Maritimes—is a region where industrialization has lagged, largely because of heavy freight costs to major markets and lack of many mineral resources and/or low-cost power. Representing more than 10% of the total Canadian population, Maritimers spend only 6% of the nation's total. Typically, they are farmers, fishermen, lumbermen, miners, pulp and paper or food processing plant workers. Their per capita income being considerably lower than that of most other Canadians, they spend it cautiously and have not too much left over for luxuries.

Quebec—It is a mistake to say, baldly, that the majority of people in Quebec are French-speaking—for it can lead to some startlingly false conclusions. The truth is this: The mother tongue of 75% of Quebec residents is French; but a great many of these people—most, except those in the more isolated rural communities—also speak English. Thus a decided influence is exerted on most Quebec residents by various types of English advertising and promotion.

It is safer to think of the Quebec market in terms of the cultural and sociological differences of the French-Canadian from his English-Canadian compatriot, than in terms of his language difference—though the latter is not to be neglected. Quebec is a province of large families, deep religious influence (virtually all French-Canadians are Roman Catholic), strong family life, and devoted maintenance of the regional and ethnic culture. All these things play an important part in the buying pattern of Quebec consumers. And it must be added that French-Canadians are traditionally thrifty.

Quebec families tend to spend their money on their homes. Although Quebec per capita incomes are not the highest in the country, Quebec homes are better equipped than the national average with such appliances as electric washing machines (87% vs. 83%), refrigerators (87% vs. 82%) and sewing machines (73% vs. 67%). In contrast, while 60% of all Canadian families own automobiles, only 47% of Quebec families own them.

The Quebec economy has, however, been changing rapidly in recent years and will continue to change. Industrialization, urbanization and per capita earnings have all been increasing rapidly. The typical French-Canadian family is no longer a farm or village family; more than 70% of the population is now urban, and 37% live in the Montreal Metropolitan Area—which, with nearly 10% of the total population of all Canada, is the largest single market for anyone selling consumer goods in Canada.

Quebec families still spend more than the average Canadian family for things that affect family welfare—food, fuel, clothing and furniture. But



WHAT A MARKET

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and what a way to reach it!

Vancouver daily newspapers give you almost 100% coverage of the rich, greater Vancouver retail trading zone — plus top coverage of homes throughout B.C.

REPS.: Toronto: Manager, R. C. Boyd, Star Bldg., 80 King Street West.
Montreal: Manager, Milt Benison, 225 Shell Tower Bldg.
U.S.A.: Cresmer & Woodward Inc., (Canadian Div.) New York, Chicago, Detroit, San Francisco, Los Angeles, Atlanta.
United Kingdom: D. A. Goodall Ltd., 4 Old Burlington Street, London W.1, England.

V2833-4

The Sun EVENING — The Province MORNING

Published By the Sun Publishing Company Limited, and the Southam Company Limited, respectively for Pacific Press Limited, Vancouver, B. C.

Metropolitan Area Projections to Jan., 1962—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/62				EFFECTIVE BUYING INCOME SM Estimates, year ending 1/1/62						RETAIL SALES SM Estimates, year ending 1/1/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of Canada	Rank	House-holds (thous.)	Net Dollars ($000)	% of Canada	Rank	Per Capita	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Total ($000)	% of Canada	Rank	Per House-hold	3-Year Growth Index Yr. End. 1/1/62	Buying Power Index	Quality Index
BRITISH COLUMBIA																		
VANCOUVER	Division 4	922.4	4.9956	3	276.8	1,634,844	6.1288	3	1,772	5,906	127	1,165,980	6.2533	3	3,986	111	5.9244	119
VICTORIA	Division 5	295.4	1.6161	10	90.1	504,691	1.8922	10	1,691	5,601	121	279,996	1.5084	10	3,096	108	1.7389	108
Total Above Areas		1,220.8	6.6117		366.9	2,139,335	8.0206		1,752	5,831		1,385,986	7.7687		3,775		7.6633	116
Province Total		1,884.1	9.1209		493.7	2,827,987	10.6024		1,679	5,728	128	1,861,003	10.5804		3,810	112	10.2966	113

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increasingly, they have money to spend—and are spending it—on many other things as well.

Ontario—is the richest and most populous Canadian province, with nearly one-third of the country's population and very nearly one-half of all its manufacturing output. Ontarians account for 38% of Canadian retail sales.

Highly urbanized (76%), the province has 15 centers with population of over 50,000. The largest, Toronto, has a Metropolitan Area population of about 1.4 million. Particularly interesting is the fact that population density in Ontario is 16.2 persons per square mile, while the Canadian average is only 4.5 per square mile. Here, more than in any other Canadian area, exists the mass market for consumer goods.

In marked contrast to the Quebec situation, only 10% of the Ontario population speaks French. British stock is dominant, though a majority of immigrants of recent years, mainly from European countries, have settled in Ontario urban centers.

American methods of sales and marketing promotion can be applied to the Ontario scene with probably less change than anywhere else in Canada, and with probably more predictably successful results.

The Prairie Provinces – Manitoba, Saskatchewan and Alberta (going from east to west) are quite comparable to the grain-growing states of the American prairies which lie just to their south. Primarily agricultural since their settlement, they have only recently begun a relatively rapid industrialization based on great reserves of oil and natural gas discovered in the region about a decade ago.



British Columbia's busy capital reports millions in new construction under way this Fall. Victoria's high income, high standard-of-living market matches any in Canada for high capita buying power — $135,000,000* to spend in 1,108 retail outlets. You can reach most of Victoria's 41,500 homes* *plus* suburbia and "Up-Island" centers with one medium — The Daily Colonist and Victoria Daily Times.

The Daily Colonist
MORNINGS — TUESDAY TO SUNDAY
ENVIRONS — closely knit
City Zone circulation **43,392**
Total Circulation · **52,814**

Victoria Daily Times
EVENINGS — MONDAY TO SATURDAY
CIRCULATION — top-quality

ABC Publisher's statement March 31, 1960

U.S. REPRESENTATIVES: DeClerque-Shannon in New York, Chicago, Detroit, Cleveland, Atlanta, San Francisco. TORONTO: FP Publications Ltd., 320 Bay Street.

60-52

*Estimate Provincial Bureau Economics and Statistics

Agriculture is still of great importance to all three provinces; a relatively high proportion of the population, ranging from 40% in Manitoba to 63% in Saskatchewan, is rural. The people of the three provinces are almost all English-speaking, though many are of European rather than British origin.

Prosperity seems to be moving from west to east in this area, following the flow of oil and gas development. Alberta, so far, has experienced the greatest increase in incomes and industrialization, with petrochemical industries of considerable size and a large number of other new manufacturing industries having followed on the oil discovery boom.

Saskatchewan is embarking on major irrigation programs to enable diversification of the agricultural output, and is also taking active steps to encourage new industry.

Manitoba, formerly the most industrialized and urbanized of the three, has advanced more slowly, but has important new base-metal projects, now in the early stages, which will add to oil and gas reserves still likely to be discovered there to form a solid basis for further growth.

As a consumer market, the area presents a picture of relatively prosperous farm families—with the farms highly mechanized and the homes having a high level of conveniences—and growing urban populations with growing incomes.

British Columbia — On Canada's West Coast is a concentration of population, industry, resources and wealth matched only by Ontario and Quebec. With a rich economy based principally on lumber, pulp and paper, minerals, oil and gas, British Columbia presents one of the most concentrated high-income markets in Canada. Sixty percent of the province's 1.5 million people live in or around the principal city of Vancouver.

The population is highly urban (74%) and has the second highest per capita income average in the country. However, despite all these favorable factors, the British Columbia market is not one to be approached casually. The province is one of contrasts—heavily populated here, almost unpopulated in another spot; with people like Seattle residents in one city, people more British than Londoners in another; with a warm and sunny climate here, semitropical rain forests a few miles away.

Canadian Markets of the Future

As to the regions, undoubtedly Ontario will continue to be the wealthiest and most easily reached market. But other parts of the country will come up in near-future years. The Maritimes will advance through a combination of newborn determination to pull themselves up by their own boot straps, and aid from a concerned federal government in resource and industrial development. The prairies will boom as their oil and gas finds increasing markets both in Canada and the U.S. Quebec is likely to grow at a slightly more rapid economic pace than Ontario, because of the vastness of her yet-untapped resources. British Columbia alone is likely to grow no more rapidly than Ontario, but should continue to be prosperous.

How will all these markets be supplied? Though there is continuing agitation for protection and subsidy to encourage Canadian secondary industries, Canada will undoubtedly be a major importer—and a major exporter of basic materials such as ores, raw metals, wood pulp and newsprint—for many years to come.

The countries selling consumer goods to Canada can look forward, in the coming decades, to serving a population whose real per capita income will nearly double—and whose discretionary income will be even more greatly increased.

Who will these foreign sellers be? To judge from past experience, they are most likely to be Americans, in greater numbers than any other people. But it will be news to some that the relative importance of American goods in the Canadian market has recently been declining. American goods accounted for 75% of all Canadian imports in 1955—a percentage to which they had slowly and steadily climbed, particularly in the years since the end of World War II. Then after 1955, the tide began almost imperceptibly to ebb. American goods made up only 73% of all imports in 1956; last year they were 68%.

Part of the answer undoubtedly is in the resurgence of Western Europe and Japan, and their increasing trading strength. But part of the answer, too, is in lack of sufficient American marketing effort. The Canadian market is well worth selling, but if American manufacturers are to increase their sales to this expanding Canadian market, they would be wise to make the effort to know the unique aspects of the Canadian market in order to estimate how best to sell in it. ◆

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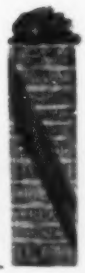
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